WHAT GOES AROUND
COMES AROUND
IN YOUR BUSINESS AND YOUR LIFE

KARMIC MANAGEMENT

GESHE MICHAEL ROACH
LAMA CHRISTIE McNALLY
MICHAEL GORDON

$17.95
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Stop stressing over decisions. *Know* how to make things happen.

There was a time not long ago when no serious business executive would have thought that using the laws of karma could boost the profits of his or her corporation.

But that was before *The Diamond Cutter,* a book that tells the story of how a vice president at Andin International Diamond Corporation used ancient Tibetan principles to help build the company to over $100 million in annual sales.

Now *The Diamond Cutter,* a global business classic, has been translated into more than fifteen languages and read by hundreds of thousands of people. Its lessons have been put to use by business leaders and staff to build billions of dollars of new business for a diverse group of companies. *Karmic Management* is the long-awaited sequel to *The Diamond Cutter*. It's designed as an "executive summary" book that you can finish off in a single plane ride and still get all the information you need to stop stressing over decisions. Instead, you'll simply know how to make things happen.

(continued on back flap)

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GESHE MICHAEL ROACH

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DOUBLEDAY

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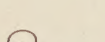

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KARMIC MANAGEMENT

SUCCESS, CERTAIN

Karmic Management is the long-awaited sequel to *The Diamond Cutter,* one of the world's most popular business books, translated into more than fifteen languages and used by millions of people around the world. *The Diamond Cutter* told the story of one of the most successful companies in the history of New York City, and now *Karmic Management* tells you how you can do it yourself. The ancient, cutting-edge tips you'll learn here have been used by:

Linda Kaplan Thaler, who built a billion-dollar advertising company and wrote the best-selling business book *The Power of Nice*: "I owe much of the success of our company to the beliefs in *The Diamond Cutter*: we ensure our success when we plant imprints in our minds by ensuring the success of others."

Jill Murphy, a U.S. Army nurse serving in Iraq: "I truly believe that the way the principles found in *The Diamond Cutter* have worked here in our unit could be a model for ending this war, and all war in the future: we have found that respect for others has dramatically reduced the violence."

William McMichael, an American Airlines pilot, who says, "The cockpit used to be a tense place for me. . . . I read and used *The Diamond Cutter* to stop prejudging my co-workers. Now my workplace has become dramatically more pleasant."

Lindsay Crouse, Academy Award–nominee actress: "I bought this book, went to a café, and read it cover to cover. . . . Now I teach my courses for actors blended with this ancient wisdom of the East. I've learned that promoting the careers of others makes my own career."

Muhammad Salam, who as a vice president at AC Holdings Capital found that "*The Diamond Cutter* helped me discover more precisely how generosity towards the poor was producing my own success in the financial markets."

Russell Simmons, founder of the hip-hop movement, personal value $320 million, master of Diamond Cutter philosophy: "I made a lot of people in the world rich. I made money by making other people money. I'm rich from making others rich."

Eva Natanya, a professional theologian and a ballerina with the Royal Ballet of London: "I vividly recall my first encounter with *The Diamond Cutter.* Once I had read it, I knew that I would never look at the world in the same way again; that I had found an unparalleled understanding of how the world

actually works. I get through my own hard times by reaching out to fellow dancers in need."

Barney Jones, oil industry executive with Bentley Systems: "It used to be that people at work didn't listen to me or my suggestions. A friend got me to read *The Diamond Cutter,* and by following its suggestion on avoiding gossip, I can say that the people around me are clearly influenced by what I have to say."

Now see yourself how Karmic Management can work for you!

THE FACTORY, THE UNIVERSITY, AND THE HAIR SALON

The boss has put together a project team of 12 people and made you project manager. The task: Get 100,000 units of the new product out the door, and sold through, within six months—starting today.

Or maybe your spouse has decided that the kitchen needs remodeling, and you've got one month to get it done.

Maybe you've just given yourself the job of losing five pounds by next Monday.

The 100,000 units could be books or pizzas or online software sales; it doesn't really matter. The point is that a specific project or task has to get done by a certain date. And you're responsible to see that it does get done, on time.

Let's face it, life is one long string of jobs. We need a way to get them done right; we need a sure-fire recipe for success. Financial success, sure—that's what we're talking about. But at the same time we want to be a success as a person: a good person, a truly happy person, a person who's mentally and physically healthy. And if we're doing things right,

we also help all the people around us—the world—at the same time.

This little book gives you a completely new way of getting tasks and projects done. It's not something you've ever heard of before, but it works—it *always* works. Give it a try. All you need to invest is an hour of your time. We believe that if an idea is right, it can be explained in just a few words—and then the rest is up to you.

We'll be taking you through the Eight Rules of Karmic Management, proving to you how what goes around really does come around, in both your business and your life. We always start with a quote from one of the ancient books of wisdom that provide the source for Karmic Management. Although these books come from many different places, they all ended up in Tibet and for a thousand years helped build her priceless culture of wisdom. A radical new business approach that has survived a millennium's test of time.

And so first you'll be seeing a pearl like this one, from the sixth-century Buddhist sage named Chandra Kirti:

ANCIENT WISDOM

The odds of success
In all things
Are 100%.

Then we go on to explain how the quote is going to help you get the 100,000 pizzas out on time and become the star of your company (or your home, which is sometimes harder).

We think that a book about how to be a success should be written by people who *are already successful*, and so every now and then you'll see a little box like the one that follows, with a real-life story about how we ourselves used a KM rule to reach our own goals:

Real Life

LAMA CHRISTIE:

I was trained in the Eight Rules of Karmic Management from day one, at the Asian Classics Institute of New York. My dream was to help build a new kind

of university, one that made a real difference in the world. And KM has done the job.

We started with no money at all, and our Diamond Mountain University is now up and running on a beautiful one-thousand-acre campus nestled in the foothills of southern Arizona. We have several hundred students from all five continents of the world, and our off-campus programs have been attended by thousands of people internationally. Karmic Management really did make my dream come true, at an age when most people are still just finishing up graduate school.

MICHAEL GORDON:

I'm at the complete opposite end of the spectrum from Lama Christie. I had never even heard of Karmic Management. My dream was to build a high-scale hair salon in New York City, from scratch, without knowing a single person there. People in the business would call this Mission Impossible, but over the last 30 years the firm I founded—Bumble & bumble—has grown into one of the world's largest and most successful hair care and products companies, with over $50 million in annual sales.

I got into Karmic Management through the back door: once I learned about it I looked back on my business career and realized that it was exactly what

I'd been doing all along, and why we've been so successful. For me, KM has always been natural and intuitive: it just felt like the right thing to do. So now I'm excited about seeing the Eight Rules actually laid out in a book that can be shared with other people, to make them successful too.

GESHE MICHAEL:

I'm somewhere between Lama Christie and Michael Gordon. I spent many years studying in Tibetan monasteries, and of course we were taught all the different ancient books of wisdom that Karmic Management comes from. But nobody ever sat down with us and told us how to actually apply this wisdom in day-to-day tasks and projects, at home or at work. We were supposed to figure it out on our own. It was a process of trial and error for me, but in the end it was clear what to do, and as one of the founders of Andin International Diamond, I used KM to help bring this manufacturing company from zero to $100 million in annual sales.

Finally you'll see another section that gives you a specific job that you've got to get done on your own if you want Karmic Management to work for

you. We can help tell you *what* you need to do to be successful, but it's your job to take these little "to-do" lists seriously. Here's an example.

YOUR TO-DO LIST

Don't pick up this book and read it through once quickly with some vague notion that you'd like to be a success. Right now, before we go any further, decide on one specific task or project that you're going to use as a test case for your Karmic Management. If it works, then you have a friend for life in KM, and you can go ahead and use it for every job you ever want to get done, big or small. So here we start on what's called Quiet Sitting—sort of a warm-up to the formal meditation that we'll be talking about later. Get out of the house and go somewhere you personally consider relaxing, a place where you can just sit down and think on your own. It could be a bench in a nearby park, a table at your local coffee shop, or just a certain block that you enjoy walking down. Carry along a little pocket notebook and a pen. Stay calm and silent in yourself, and ask your mind this question: What is the one job or project that I would really like to get done in my life right now? When would I like to finish it by?

What *exactly* will it look like if I'm really successful at this task?

All this has to be absolutely clear in your mind before you take the dive into Karmic Management. We're going to show you how to make your dreams come true, the same way that ours did, but the dreaming part is up to you.

KM Rule #1

STOP DOING THINGS THAT DON'T WORK

ANCIENT WISDOM

All failure comes from misunderstanding.

—The Wheel of Life, *500 BC*

PLAYING THE ODDS

We almost called this part "Fifty Thousand Years of Flops." It's estimated that organized human activity has been happening here on Earth for about fifty millennia. That is, people trying to work together to get some job or project done: dragging around huge blocks of rock to make the Pyramids, or creating and supplying 100,000 units of software.

Billions upon billions of jobs, big and small, finished by human hands. Billions upon billions of transactions: I will give you this ear of corn if you move that rock for me. Every single one of the actions aimed at getting something *done.*

And all of them a failure. 100% of them a failure.

How's that? The Pyramids still stand; computers run software.

But look more closely. Anyone who's helped start a business can tell you that nine out of ten new business ventures just flop or fade away within the first three years. It's safe to say that, if the quotation from the Wheel of Life is correct, almost all of us misunderstand how to get something done.

But what about the successes? What about the Googles and the Microsofts and the Walmarts?

Ah, this is where things get interesting. We're going to have to define "success" here. What does it mean when you "succeed" at something? We'd say it's when a job or project that you undertake works out the way you planned, *because* of how you *did* the job or project. And that gets us into *odds.*

We are a strange people, these people of Earth, over the last 50,000 years. After all this time we're not really quite sure why *anything* works.

Will your car start today when it's time to go to work? If you're honest with yourself—and in KM Rule #1 you've *got* to be honest with yourself—then you have to answer "I think it will." Because you know you can't answer "I *know* it will." Even if your car was working fine when you turned it off last night, you know from experience that you can't say *for sure* if it's going to work this morning.

And so we play the odds. Our whole life is a game of chance. There is some chance, a certain percentage chance, that I will die in a car accident on the way to work today. There is some chance that I'll get fired today even if I do make it to work. And there is some chance that no matter what decisions I make today at work, some of them just won't succeed.

And so we're a sad people, these last 50,000 years. Success in big business is often defined not as what

goes the way you expected it to, but rather how "flexible" we can be: how fast we can change course when things *don't* go the way we expected. We think a wise person is someone who knows that things will never *always* go the way you expect them to, because they simply don't, for anyone.

The point is that 50,000 years of experience prove one thing. We still don't know how to make things happen—we still don't know *why* things happen—because if we did know then there would be no failure in the world. The successful few would tell us how to make things work every time—but even *they* are playing the odds. Not even *they* are sure if their car's going to start in the morning, or if their next big business decision isn't going to be the one that ruins them. Successes or flops, we're all still just playing the odds, hoping for the best.

THE PERSONAL TOLL OF PLAYING THE ODDS

And so we take every action we ever take just playing the odds. *To the best of my knowledge,* this is the one thing I can do now that has the biggest chance of getting me what I want. And in my heart, I also know that there's a risk of failure: some odds of failure.

What kind of life is this? We're not just talk-

ing about little things—a kitchen remodel, getting to work half an hour late because the car didn't start. The decisions of our life, in the end, decide whether we will live or die. A lifetime of playing the odds takes a personal toll on all of us—the personal anguish within each of us as we come up against decision after decision in life, knowing that we *don't* know what will happen, knowing that we are just doing what we *hope* will work out.

Imagine, simply imagine for a moment, that this whole game of odds was completely unnecessary: a tragedy that we got stuck with early on in life, but then straightened out later. And now my mind is free. What percent of the unhappiness of the world—what percent of the time we spend inside our own thoughts—is wasted on worrying about whether something that we're doing *might* or *might not* work out? What if we were just *sure* it would work out?

This is the promise of Karmic Management.

THE SOCIAL COST OF THE ODDS

It's hard to be one person struggling through life making decisions, not sure if any of them is going to work out—playing the odds. But now envision the whole world this way: six billion individuals, nobody really sure what to do, *trying to work together.* Hundreds

of times a day saying to each other, in effect, "If you can do that thing for me that I know you're not really sure will work out, then in return I'll do this for you, which I'm equally unsure will work out." Just setting each other up for all the disappointments of life.

The amazing thing is that we've gotten used to living in this sea of uncertainty. We just quietly accept it, suffering under its yoke like mules, trudging along until the day we die, forever unsure. We do the "best we can" with it.

What kind of life is this? The old Tibetan books say that one thing is sure to keep a person from breaking out of jail. And that's if the person never realizes that they're *in* a jail in the first place. Our personal jail is the uncertainty about whether the things we do will work. Let's bust out!

YOUR TO-DO LIST

Some more Quiet Sitting, wherever you've been doing it. Or switch places if that would make your mind more fresh.

Take out the little pocket notebook and pen; write down five things you're supposed to get done this week.

Next to each item, write down the odds that you're going to be able to finish it just the way you want:

Finish writing this chapter by Wednesday.
Odds of success: 70%.

Reflect for a bit on how much pressure these odds, this uncertainty, cause in your life. Now go back and change all the odds to "100% chance of success." Sit with that for a while and see how different it feels.

Real Life

LAMA CHRISTIE:

I went to some good college prep schools in my hometown, Los Angeles; I loved school and did well in both studies and athletics. I was really excited to get to university in New York City, and I bit into the Big Apple with relish. Four years later I had my degree in hand and was headed for a promising career in graduate school—I wanted to become a professor, maybe of English literature.

And then it suddenly dawned on me that this whole thing just wasn't working. I mean, school was supposed to get us ready for life—help us to be more successful in life, be happier people. But I could already see that something was wrong. Some people did well in school and went on to succeed; others did

well and went on to fail. Some people dropped out and found happiness; others dropped out and went downhill. Getting through school itself didn't seem to make much difference.

And so on the verge of grad school I made a scary decision, a decision I'll always be glad for. I took off on a round-the-world trip instead: Egypt, Thailand, Australia—you name it, I tried it, looking for a better way.

I ended up studying and meditating in a little Tibetan monastery up on a hill in Kathmandu, and that's what brought me to KM, and that's what made our university a success.

The moral of this story is that sometimes you just have to admit that what you're doing isn't working—even if you've been doing it for a long time, even if it's comfortable for you, and even if everybody else is still doing it despite the fact that everybody can see it doesn't really work.

Sometimes we just have to be brave enough to jump.

KM Rule #2

FIND THE CAUSE OF THE CAUSES

ANCIENT WISDOM

When that happens,
this happens.

—*The Buddha, 500 BC*

THE REAL CAUSE

Let's review where we are. In a nutshell:

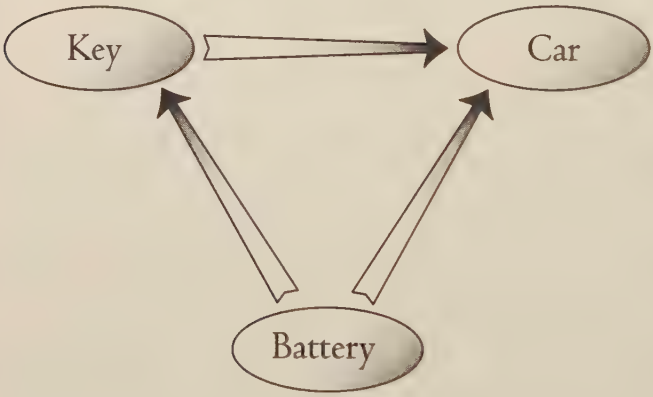
If something doesn't work
Each time you try it,
Then it doesn't work.
Stop doing things that don't work.

So what are we supposed to do? Just do the same thing that you do when you go out in the morning and turn the key and your car doesn't start. Go look for the cause behind the causes. Which with a car means, go look under the hood and see if the battery's okay.

Because life is just like a car, you see. The Buddha just said, and science agrees, that for one thing to happen something else always has to happen first (see top of p. 30).

And this is just how we tend to look at it: very simple, very two-dimensional. I turn key, one second passes, car starts. Or: *I started the car* by *turning the key.* The key caused the car to start.

Except that when the key doesn't start the car, then we go further and acknowledge a third dimension—sort of a level below the key and the car, where the real cause lies. That's under the hood, hidden out of the way; the battery below it all:



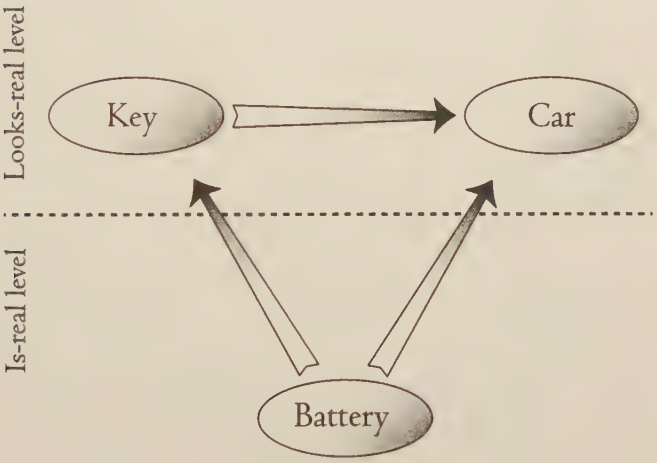
Notice that we just said "real cause." This is what we call the "cause of the causes": your key causes the car to start, but only if the battery *causes* the key to cause the car to start.

LOOKS-REAL VS. IS-REAL

Now here's a jump. The key may not be what really gets the car started, but it certainly looks that way—and we certainly think that way.

Of course, what's *really* starting the car is the battery.

And so, you could draw a dotted line and divide things here into two levels. One is "looks-real" (looks like the real cause) and one is "is-real" (is the real cause):

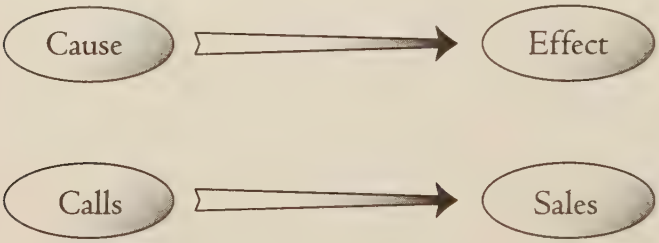


What's this got to do with us never being sure that whatever we try is going to work? Let's go back to the 100,000 units of—what was it, refrigerators?—that

your project team was supposed to ship and sell through by, oh, five months left now.

You want to know how *not* to sell all those fridges?

Get stuck in two dimensions. Get stuck at the looks-real level. Start making phone calls to customers, because everybody knows:



You can go crazy doing this. Why? Because sometimes phone calls bring in the sales and sometimes they don't. And we promised we'd stop trying things that didn't work because they didn't work *every time* we tried them. Too much uncertainty. Too much stress. Odds of failure. Like trying the key over and over again when the engine's not even making a *click.*

Go find the cause of the causes. And that happens to be karma, because what goes around really does come around.

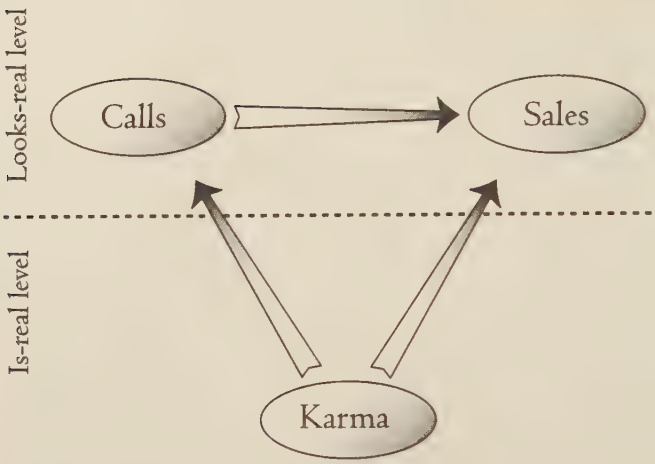
HOW KARMA WORKS

Quick now, we have to say what karma is, before you start remembering all the wrong stuff you've ever heard about it. "Karma" just means anything you do or say or think. If you feel more comfortable calling it "everything I do," then stick with that.

Anytime we decide to do or say or even just think something, it gets recorded deep in our minds because—hey—you were there listening when you decided to do it. The mind is a huge, ultrasensitive hard disk with nearly infinite storage capacity, and somewhere there in your head is a record of *everything* you've ever done. And whenever we do the tiniest thing at all, it plants a seed in our mind: it sets in motion a tiny little energy that will someday *come back out of our mind* to decide how we see the world.

And so now we can draw the picture like the chart on p. 34.

If a call nets you a sale, it's not because of the call: if your key starts the car, it's not because of the key. That just *looks* real; that just *looks like* what's happening. But what *is* real, what *really* happened, is that the battery started the car, because the battery made the key start the car. Get this. Anytime you make a call and get a sale, it's the karma that *made the call happen* and *made the call get the sale.*



Karma's the is-real level: karma is below everything, like the dirt of Mother Earth somewhere there beneath everything around us—holding up the buildings, making the trees grow. It's the cause of the causes. Now let's get it to work for you.

Real Life

GESHE MICHAEL:

You can say that three major events in the world helped to create the conditions for Andin International Diamond to hit it big. Major social changes—

nothing that any of us could have predicted, much less made happen . . . or so it *looked like* at the time.

First of all, women in America began to enter the workforce in astounding numbers. Up till then, most jewelry was purchased for women by men, because men made the money. Suddenly, millions of women had disposable income that they could use to make an "impulse" purchase of a light diamond ring to wear to work—which was our specialty.

Secondly, India suddenly became a major center for cutting diamonds. Before this, almost all diamonds were cut in New York or Amsterdam or Tel Aviv. Suddenly, our company could buy affordable-range diamonds to make our light diamond rings at a tremendous saving, and provide quality to our customers at a much cheaper price.

Finally, the government of China suddenly loosened up on business investment in their country, and we were able to start manufacturing many of our easier pieces there, saving our Manhattan production facility for the high-end work.

One day we were all sitting around the table trying to figure out why these three events had occurred just at the right moment for our success. Somebody said, "You know, it makes a kind of sense that it was America's women who made us successful. After all, Andin has got to be the one company in New York

where women have always gotten an equal shot at the managerial and executive jobs, along with equal pay when they get there."

"And the India thing," said somebody else. "I mean, if you really believed in karma or something like that, it's sort of weird. Andin's always been the one jewelry manufacturer that was really open to hiring all the new Indian Americans. We started with Kishan from Bombay, and then that India thing—friends and brothers and cousins. There must be twenty people from India in the gemstone division alone."

"And China too," said a third person. "We did that project with Chinatown Manpower to help train new Chinese Americans in jewelry skills until they could get their English up to speed."

Why, you could almost say that these were *deeper* forces, causes of the causes for our success, bubbling up from below our feet, changing the business climate of the world itself—driving our incredible profits.

YOUR TO-DO LIST

Back to some Quiet Sitting. You might find by now that you're actually starting to enjoy these quiet times by yourself. Order your hot cocoa and pull out your KM pocket notebook and set it down on the table. Now just stare at a white empty page.

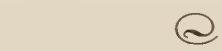
In your mind, write down three of the most successful things that ever happened in your life. Now see if you can't recall helping someone else be successful in just that same sort of way, even if it was smaller—since karma seeds planted in the ground of our subconscious get bigger as they ripen.

Maybe by the time the cocoa arrives you'll think of a reason to pat yourself on the back. And maybe you'll start getting some new ideas about the real causes for pushing out the 100,000 units.

KM Rule #3

IDENTIFY YOUR KARMIC BUSINESS PARTNERS

ANCIENT WISDOM



The First Law of Karma says:
Whatever you want from life
You must do for someone else first.

—Jey Rinpoche (1357–1419), Teacher of the First Dalai Lama

THE ECHO EFFECT

How do you get this karma business to work for you?

Remember we said that karma means anything at all that we do: anything we do or say or even think. But now we need to clarify this a bit and add, "Anything we do *for someone else*," because with few exceptions we can only plant karma in our own minds by bouncing it off someone else. That's why the ancient Tibetan books often compare karma to an echo: you can stand at the edge of the ocean and yell your head off, but no echo. Better to find a cave where there are lots of walls to bounce the sounds back. It's almost as if other people are like a stick that we use to push karmic seeds down into the ground of our mind.

Without other people, no seeds are planted; without seeds, there's no success—and we're back to playing the odds. We *need* other people.

A JUSTICE TO THINGS

This fact about how karma works—the fact that we can get only what we first provide to others—is actually the most satisfying thing of all about the worldview of Karmic Management. Deep down inside us we *crave* some justice in the world. There *has* to be a logic to how things go. Success isn't just some random thing; life isn't just a lottery. Good things should happen for people who do good things for others.

And if that's the way things work, then things should always work that way. You see, it can't be that 58% of successful people became successful because of karma, because they made someone else successful first; and that the other 42% just got lucky. Then we'd be back to playing odds, and we're tired of playing odds.

It's time to pause and remind ourselves of one thing. This idea of Karmic Management is not some pie-in-the-sky do-gooder fantasy. It's a real, practical, hard-nosed business strategy for measurable financial returns—returns that are always accompanied by a sense of personal fulfillment and happiness. It's not just that you're doing the right thing by others; you're getting *paid* to do the right thing by others. And just because of the way KM works, you're always mak-

ing *other* people successful too—which makes them happy, and makes you happy about yourself, and makes everyone happy about you: Everyone, happy. Everyone, successful. So let's get to it.

KARMIC BUSINESS PARTNERS

We're ready now to start on KM Rule #3: identifying our karmic business partners. Karmic business partners are the core of Karmic Management. These are the people who are going to make what goes around come around, the ones who will bounce your karma back to you. They will get the karma planted in your head, so it can come out later as opportunities for success that you see and that others (who haven't done the karma) miss.

You have one job with each of your karmic business partners. You have to try to make them a success. Keep that in mind. You are going to concentrate all your efforts on making these other people successful. And then your own work will be successful—you don't have to worry about it, you don't even have to think about it much. Make all your karmic business partners successful, and the 100,000 units of—what were they, volleyballs?—will sell out in a week, at your company's highest margin.

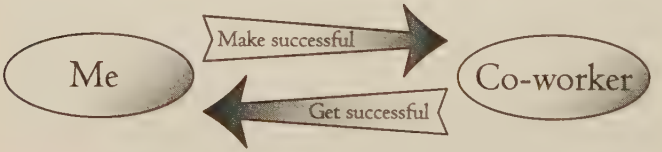
So who are my karmic business partners? There

are four groups of them, and you need to make all of them successful:

1. Co-workers

Your co-workers or staff are your first group of karmic business partners. Remember, the boss assigned 12 people to your project team for the 100,000 units. Now maybe in the past you viewed these people almost like tools: employees, someone you *employ* or use to get your jobs done.

Here in Karmic Management, though, things have to change. Here you're in a new kind of relationship with the people working around you. You *have* to send out karma from your side, *towards* them. You *have* to make sure that the project makes *them* successful. This is the only way to plant the karma you need to get the 100,000 out. Because we're looking for an echo:



The whole process of shipping and selling these 100,000 units has got to make company heroes out

of all 12 of your team; it has to make them better and more capable and happier people.

2. *Customers*

Obviously the purpose of a job or project is to supply something to someone: this someone could be a customer, but in this sense it could also be your boss or the people who've invested in the company. And so you might think that it's no big deal to say you've got to do something for your customer. You knew that already: Who did you think was going to *eat* the 100,000 pizzas?

But that's not what we're talking about.

If you want Karmic Management to work for you, you have to get 100% fascinated about the idea of really making your customers *successful.* By the time you're done with the 100,000, your boss is going to look like a genius to *her* boss. The investors are going to make an *extra* profit margin on this one, and *at the same time* you're going to figure out a way to get your customers their pizzas at a *cheaper* price per unit *and* cut down on the cholesterol in each slice.

Now how many echoes did you just start there?

3. Suppliers

If you think your old view of your "employees" was bad, take a look at how you treat your suppliers. A one-way relationship: they should give me high-quality flour and tomato sauce at the lowest price around, full quantity delivered on the minute. How they do it and how much they make doing it are their problems; that's what a supplier does.

In KM this attitude too has got to change 100%. A huge amount of the karma in any project—almost all the success or failure—comes from how we treat the people who make the project possible. Maybe it's the company that manufactures the motors for our refrigerators, or the contractor who comes to paint the kitchen, or the geek who stays up all night to write the final code for the software.

You've got to do right by them; you've got to take a personal interest in them; you've got to watch out for them and make sure this project makes them successful too. Did you make enough margin off me on the fridge motors? (Huh? Nobody ever asked me that!) I found you another job painting the neighbor's kitchen too. If you can't prove to me that you're taking a break and doing some yoga stretches after every 90 minutes on your computer, I'm docking your pay next week.

4. The World

Your final business partner is a big one. It's the whole world out there. All the partners we've mentioned so far are close to home: people you're working with, usually, but still just individuals that are, well, sort of close to being *you.* That is, whatever you do to help them is already sort of working for yourself, so the echo's not going to be all that impressive—something like yelling into an empty closet at home.

We need to go outside, someplace bigger, someplace away from ourselves to get a good karmic echo. To be a success in this world, we need to do something to make the world itself a success. Our project has to do something for the world.

Please don't think pie-in-the-sky, be nice to people, make a nice, small corporate donation to a safe charity! Cutting a $1,000 check to United Way in five minutes and then forgetting about it never made any company successful. You need to bring all your resources—all the skills and creativity of yourself and your whole team, and some serious amount of the project budget—to another project outside of your own. To someone who's trying to get the same sort of thing done and needs some real help doing it.

What we're saying, in effect, is that your kitchen remodel project is going to be a success *if* you go and help your neighbor get *their* kitchen remodel done

successfully or—better yet—if *first* you hook up with an organization that does free kitchen remodels for poor families in town. Your production team's 100,000 swimsuits will get shipped out successfully, for sure, if you all walk over to the other side of the floor and help the advertising team get *their* mailing out for the winter-coat clearance sale. Or even better, if your team can talk the management into manufacturing an extra 10,000 units and donating them to a third-world entrepreneur to help get them started in their own business.

Weird, huh? Forget yourself, do it for someone else, everything works out. But be honest. Isn't that the way you always *hoped* that the world would work?

Real Life

MICHAEL GORDON:

At Bumble & bumble, from the very beginning, we were doing the karmic business partner thing, again just by instinct: it felt right, and it certainly gave us the right results.

Co-workers: Recently I was at an event in New York and this woman came up to me and said, "Hi,

I'm Lori Barbaria. I don't know if you still remember me, but I used to work for you at Bumble in 1978–79. I was very bratty, wild, and undisciplined—but you gave me a chance. And you knew that what I really wanted to do was work in magazines. So one day you just said to me, 'If you really want to do that, then you need to go to Milan or Paris.' You handed me the money for the air ticket and sent me off, just like that. I've never had a chance to see you again and thank you, and I never paid you back, but I just wanted you to know I've never forgotten it. Nobody I've ever worked for has ever treated me like that."

Customers: We were starting to grow 25% to 30% a year, which no one had ever heard of, and we picked up this amazing building in Manhattan's Meatpacking District—which has since become one of the city's trendiest fashion centers. We named the building House of Bumble, and then right away I had this instinct that we were getting too slick, too arrogant; that our customers, even though they were great salons, were not getting enough love from us. So we had a company meeting and in the space of an hour came up with a plan to help our customers.

Every month we would send out something free to our customers to excite or inspire them: we talked about the craft, the love of it, and everything to do

with the culture of hairdressing. Nowhere in these pieces was there a single sentence asking anyone to carry our products or pitching any special deals or offers. We just did it to help them, to help them be successful.

Later on this idea developed into our Bumble Business School. We invited three people from each salon we were dealing with (and there were thousands) to fly into New York, and we put them through a special five-day program to teach them everything we'd learned about growing a business and making it successful. They had to take a week off from work and devote themselves to long hours every day, studying how we did everything from hair to marketing. This approach was completely unique to the industry, and the karmic echo from it boosted our company to the top.

Suppliers: At some point we expanded into making our own line of hair products. We started small and found a small company out in the Midwest to handle the production. The owners were just two guys named Bob and Wally, and it became a wonderful partnership between the two firms.

Then suddenly (echoes!) our sales skyrocketed, and within eight years we were a major product company too. At this point, when they get big, most companies start to squeeze their supplier: "You

have to split the margins with me"; "I'm developing competing suppliers"; "I'm cutting the prices we pay to you, now that we order so much."

But we didn't do any of these things. We remembered all the hard work Bob and Wally had put in for us from the very beginning, and we made sure that they were a full partner in our newfound financial success.

The World: There was one thing I did at the very start of my career that I think planted one of the most important karmic seeds for my decades of success. I grew up in England, in a family that was already part of the fashion industry. At the age of 15 I apprenticed myself to Rene of Mayfair, a very prestigious salon in the most exclusive section of London. Then at 21 I took off for South Africa to start my own business.

My first employee was a black woman: she came from the Bantu tribe and her name was Elizabeth. You have to realize that in those days the policy of apartheid—racial separation—was very strong and seriously enforced. She was allowed into the studio, but only as a "maid," and only to clean.

One day I'm watching her and I decide that she needs to learn how to be a stylist herself. In the best salons in London, in the places where I took my training, this always began with learning how to

wash hair—and washing hair is considered a very serious thing.

And so one night before she goes home I start teaching Elizabeth how to wash hair, by washing her hair myself. It was an act that was actually illegal in my world at the time. Elizabeth stayed and grew with the company for years until I left South Africa for New York. Somewhere inside me I feel that this small act to help the world is what really sowed the seed for Bumble's future success.

There's one theme you'll find throughout all these stories of success with our karmic business partners. There are no strings attached: you're just trying to make the other person successful.

YOUR TO-DO LIST

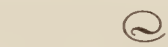
- You know what's coming now. It's off to the coffee shop with you again. Get out your KM pocket notebook. At the top of four different pages write the names of the four groups of karmic business partners: co-workers, customers, suppliers, the world.
- Of course what we want then is the name of one person under each. The one you need for your

echo: the one you're going to make a success with the KM project you're working on.
After the name, a clear description of what their success is going to look like by the time you get finished with them. Nothing big perhaps, but something very specific.

KM Rule #4

START FROM YOURSELF

ANCIENT WISDOM



The line
Between me and you
Is artificial.

—*Master Shantideva, 700 AD*

A COZY KARMIC NEST

If you think about it, the relationship with all your karmic business partners can be summarized neatly in a little drawing:

Four groups of people outside of myself, with me in the middle. In order to get my project done, in order to get the 100,000 cable subscriptions sold, I actually need to *stop focusing* on *my* project and start

focusing on how to make my karmic business partners successful. Then my own success will just happen on its own. As Tibetan farmers say, "He who plants corn automatically gets hay." Which is to say, you just naturally get grass growing in between the corn stalks whenever you plant corn. It's free, and it keeps all your yaks fed over the winter.

And so a karmic manager who's doing things right is sitting in this cozy karmic nest, sending out success in all four directions and bathing in the echoes as they return.

THE ME AT THE MIDDLE

Now for KM to really do its magic, we have to focus on the little "me" at the middle of this cozy nest of karma. One thing you can see right away: Everything has to start from you. There aren't going to be any echoes rocketing back to me if I myself don't make a peep. In Karmic Management, all success is initiated from yourself. You have to make the first move. Unilaterally, you have to start making your karmic business partners successful—first.

But there's something else here that is absolutely crucial. Take another look at that little me in the middle. There's a circle around it, a line that defines the edge of me—"I" stop here, "you" start there.

On a very gross level this line is the edge of our skin: Everything inside this bag is me; everything outside it is something or somebody else. But of course our normal "me" is a little bit bigger than that. When a woman has a child, she stretches this line over to include the baby. We may not care so much if a car gets scratched in the parking lot at the supermarket, unless it's *my* car.

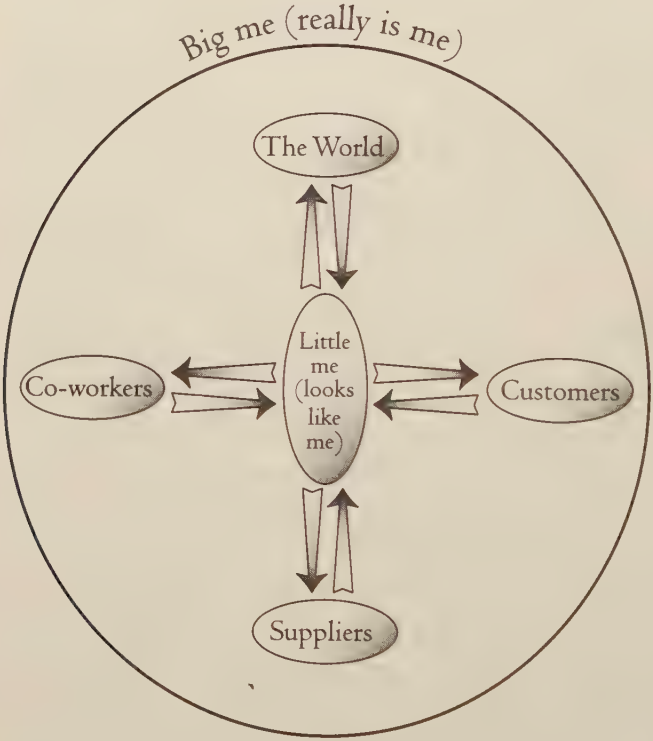
So what decides where the line goes? It seems we can say that my "me" extends to everything I feel really strongly about. If you hurt this (puncture my skin, push my child, scratch my car), then you hurt *me.* If you help this (give me a massage, praise my child, fix my car), then you help *me.*

But you see, then, in this case, your karmic business partners *are* you. If they fail, you fail. If they succeed, you succeed. Time to draw a new "me" (see chart on p. 60).

You see how we've added that "looks-real" and "is-real" thing again. All this time it looked as though I was separate from my co-workers, customers, and suppliers; and from the larger world as well. I could let their problems go, I didn't have to pay much attention at all to whether they were successful, because it didn't really affect me in a direct or major way.

But now think it over. If karma is true—if every single thing that ever happens to me is an echo from something I've already done for someone else—then

you *are* me. No pie-in-the-sky, feel-good philosophy, please! We're talking real numbers, real business. The *real* me is the big one—the one that includes everyone around you. Get used to it. It's a lot easier to put your heart into making others successful once you break through this barrier of thinking that they are separate from you.



A WORD ABOUT COMPETITION

Take a look at another circle in the drawing: the one that says "The World." That circle too is just a line, and from what we know now it could be a very deceptive line. For a person who hasn't yet heard about KM—for a person who's still stuck playing the odds in life—it's natural to see the world as happening *to* them and not *from* them.

The company hires a bright new exec and asks me to train him in what I do—and suddenly I feel like my own position in the company is being threatened. Factories in some other country overseas start cranking out, at a great price, the same microwave ovens that my company makes—and suddenly I feel like my job or my company or even my country is being threatened.

You couldn't be more wrong. You have to look past the seems-like causes and find the really-are causes. Karma says that everything that ever happens to me is coming from *me.* And so I can make anything I want happen by doing it first for someone else.

What's this mean in the case of competition, whether it's from the next office down the hall or halfway around the globe? Fasten your seatbelt here.

We're just about to blow up 50,000 years of conditioning that's hard-wired deep inside of you.

When the company tells you to train the young new exec, go at it with your whole heart. Turn him into the best darned corporate superstar you can. When an overseas product comes out that beats your own, go buy one yourself—and get everyone you know to do the same—so all those foreign workers can start enjoying the same comfortable standard of living that you do.

"Why would I want to do that?" you bluster. Because you have to. You don't have any choice. You *have* to make others successful, even those who are competing with you. And you know what's going to happen? All that karma's going to bounce right back to you and *bust the market wide open.*

Your little protégé turned out so well that upper management did what you were afraid they would: they gave him your job. And they were so impressed with how you handled it that they created a new VP slot and kicked you right up into it.

And suddenly there's this huge order sitting on your desk—the largest you've ever filled, actually—because the government of some other country just bought one of *your* company's microwaves for the kitchen in every railway station in the country.

This is how it really works; we're talking "is-real" level, we're talking the one sure way to success. Give

up *me* versus *you.* Give up *us* versus *them.* Create success for everyone.

One last note here. When you do act this way—when you drop the boundaries and work for everyone's success—then for the first time in your life you are working in harmony with the laws that run the universe; for the first time you are working in sync with the very flow of power that creates all things. And then naturally you begin to feel this deep sense of peace and contentment.

What, did you ever really think that one country in the world was supposed to prosper while all the others suffered in poverty? Is that how things were meant to be?

A MOTHER'S RESPONSIBILITY

Go take another look at that last drawing. There's one last important thing that you've got to realize about it. Your partners are you—yes, I see that now. But *you* are also *your partners.* What's that mean?

Everything is being initiated from you: you act, and then the whole machine starts to turn. If you don't act, or you don't act very effectively, then all the rest of us suffer. *It is in the world's interest* that you are working at top capacity, all the time. We *need* you.

Now the tables turn. You're not just working for

yourself. A KM Manager is working for everybody, all day long. You're like a mom who's got four boys to feed and clothe and make into good people. You've got to be in top form all the time, because there are a lot of people counting on you. We need Mom to be healthy; and more important, we need Mom to have a *clear mind.*

Why? Because the KM worldview is slippery as a greased pig. The minute you get tired or distracted, the minute you catch a cold or have a fight with your spouse at breakfast, all this KM stuff is going to fly out the window. What on earth made me think it was a good thing to just give away my job to somebody else?

In short, we have to keep you physically, mentally, and emotionally fit—you have to keep yourself fit—or you're not going to be able to hold the line when that tidal wave of 50,000 years of cultural conditioning threatens your baby little KM worldview. We need you clear-minded, at all times, or you'll be back slaving away at the odds on your first down day.

And so now you're going to commit to the Seven-Point Program for a Clear Mind:

THE SEVEN-POINT PROGRAM

1. Do yoga.

One thing all three of us have in common is a long-time, very regular yoga practice. Yoga exercises were designed over thousands of years to have a maximum effect on subtle pathways where your thoughts travel, inside your body. This means that if you do yoga right, you will actually begin to think more clearly. You'll be better able to succeed at KM. Twenty million Americans are already doing yoga because they've seen how much it helps their performance.

The hardest thing about yoga is going the first time; after that everything else will work out fine. There are lots of different kinds of yoga and—fortunately—almost all of them come from a good, authentic foundation that will give you what you want. Don't be shy about trying a number of different yoga studios before you decide on one. Find a place that's easy to get to, and choose a style of yoga that fits you. Here's our take on some of what's available out there:

> *Ashtanga*: strength, structure, tradition (this style also called vinyasa, Mysore, Swenson Flow, and sometimes power yoga)

Iyengar: alignment, technique, understanding of the body
Hatha: gentle, stretching, a good place to start
Sivananda: tradition, spiritual, a yoga for your whole life
Bikram: heated room, authentic sequence, professional
Anusara: working from the heart, effective, detail-oriented
Jivamukti: spiritual, effective, inspired
Forrest: the feminine power, strength, self-confidence
Dharma Mittra: the teacher's yoga, spiritual, deep
Tibetan Heart Yoga: yoga's karmic management, ancient, wisdom-based
Restorative: if you have pre-existing physical problems
AcroYoga: yoga with a partner, fun, healthy
Prenatal: for an easier, healthier, safer birth and recovery

2. *Start meditating.*

All three of us also have a longtime and very regular meditation practice. We would say it's made all the difference. You're more calm, you think more sharply, you see opportunities, you crack problems.

Whereas almost all the popular forms of yoga come from the same authentic roots, it's sometimes hard to find really professional meditation training. You can learn some basic things—breathing, watching your thoughts calmly—at a local yoga studio or dharma center. With the yoga and meditation, don't feel that you have to buy into any kind of philosophy to get started. Use them for the goals we're working on here; if things in your life change later and you decide you want to go further, that's up to you.

It's hard to judge how qualified a meditation teacher is, but it's safe to say that if their own meditation is working, then they're going to be calm, kind, and clear-headed; so look for that, and again, don't be shy about shopping around. If you get to a point where you feel that you really want to become a serious meditator—which will make you all the more capable and clear as a person and a business professional—then we recommend looking into the ACI programs and reading materials described in the final chapter of this book.

3. Follow a personal ethical code.

How ethical we are in our day-to-day dealings with other people is the one very special karma that decides how we think: the thoughts we hear in our own mind, all day long. Again, it doesn't have to be part of

any particular spiritual tradition—that's your business. But there are four or five elements that should be part of whatever personal ethical code you choose to keep:

Protect life. Certainly don't hurt any person or other living creature physically, and try to avoid even hurtful words or thoughts.

Respect others' things. Don't ever steal, or come close to stealing: no personal phone calls on company time, no fudging on accounts or taxes.

Respect others' relationships. Never do anything that would threaten a committed relationship between two spouses or partners.

Be truthful. Don't lie; and lying means giving someone else an impression about things that you yourself know not to be true.

A lot of spiritual traditions add a fifth element: Be careful not to be sucked into abusing alcohol or drugs. Simply put, they're a waste of money and time, and eventually ruin any hope of having a clear mind and a successful life.

4. Keep learning.

The invention of the book was a wonderful thing. We used to be stuck with just listening to whatever

the people alive in our time had to say about things. Nowadays, if you want, you can go out to the bookstore with a couple of hours' pay and come back with some of the greatest minds of the last 25 centuries, to sit and spend the afternoon with.

There's a reason that certain books have stood the test of time. They have something to say that can make your life easier and more successful. And for dessert, you can delve more deeply into the new ancient wisdom that Karmic Management is based on—wisdom that is just now becoming widely available for the first time. Again, we've listed some things for you at the end of the book.

Never stop learning—learn whatever you can, even if it's a new computer program or a few words of a foreign language or a different country's style of cooking. Learning keeps the mind young, clear, snappy.

5. Serve.

A human life is not complete without purposely doing at least one good thing for someone else every day. With KM, of course, you've already got this covered. Keep it up. You'll find that there's no greater satisfaction than helping others; and that the more of your time you give away, the more time you have and the more you can get done—it's just karma.

6. Eat skillfully.

Huh? How do you eat skillfully? How much skill does eating take?

A lot.

Those of us who live in affluent countries have been trained, from childhood, to eat poorly and excessively. Our diet slows us down—it slows down our entire civilization—making us tired and dull-minded. It takes a lot of wisdom and intelligence to go against the flow and retrain ourselves how to eat.

As far as overeating, you don't need to make any heroic efforts here if you're keeping up the rest of the Seven-Point Program fairly well. The same inner pathways of the body that your yoga works on are also responsible for how much food you want. Keep up even a very basic yoga practice for a couple of weeks—just once or twice a week—and suddenly you'll discover that you simply don't *feel* like a full stack of pancakes anymore.

As time and your Seven-Point Program continue, you'll also automatically find that you're more and more attracted to the kinds of food that make you feel healthy and think clearly: fresh fruits and vegetables, high-protein foods that are low in fats and carbohydrates.

Again, this is not some kind of New Age agenda here. You can get away on overtime at work with do-

nuts and coffee for a few years, but then these habits start to take a toll. Your body gets flabby and that makes your mind flabby, and then a breakthrough thought—like making your competition successful as a strategy for your own success—will seem stupid to try.

One final point on food: Do what you can with it now, but promise to keep working on it in your thinking. If you really want a clear mind you need a clear conscience, as we've already seen with your personal ethical code. And that means we have to start avoiding foods that have a lot of bad karma mixed up in them. The production of all meat products involves a tremendous amount of misery and torment for hundreds of thousands of defenseless creatures every single day. And of course, whatever we say, we know that animals really do feel pain and pleasure every bit as much as we do—that's why we pamper our dogs and cuddle our kittens.

At your own speed, then, wean yourself off meat. Talk to vegetarian friends about how to replace the protein responsibly. We can tell you from our personal experience that you will become stronger—have better muscle tone; be more trim; be sharper and faster and happier.

7. Rest and relax.

If eating is a skill, then resting is an art. So few of us really know how to rest well. But if you're going to be good at KM, you need all your marbles, and well-rested marbles.

Get enough sleep—get whatever you personally need; all of us are different. Since most of us have to get up at a certain time for work, this usually means getting to bed on time. And that means budgeting our time wisely while we're awake, so we'll have time to hit the sack on schedule. A good way to pick up some more time to get to bed on time is to conduct a small campaign to simplify our life.

You can start by targeting big time-wasters like television and the Internet, often meaning unnecessary emails. Newspapers and magazines are also guilty parties. You don't really need to know what the President ate for breakfast today, or what your uncle thinks about your cousin's kids. All this information and extra stimulation load down your mind and make it difficult to relax and to sleep at night. If you have a few extra minutes in the evening, don't go surfing on the Web. Get outside, go for a walk, see the trees, watch the stars.

While you're at it, gradually go through your house and throw out any object that you haven't used

in the last six months. It all takes up space in your mind, making it cluttered and unable to relax.

See if you can learn to sit and just be still for ten minutes with yourself, silent, thinking about the goodness in your life and in the world. Learn to relax. Let yourself rest. All the rest of us need you, refreshed and clear-minded.

Real Life

LAMA CHRISTIE:

Many, many people have contributed to making our Diamond Mountain University a success, but I'm proud to say that I was the one who talked everybody into what I believe is the cornerstone of that success: The I PM Policy.

No classes or similar instructional activities are allowed to take place at DMU on any day before I pm. Students—and staff—are encouraged to devote the morning hours to the same practice of personal development that you see described here in the Seven-Point Program of KM.

A typical student wakes up, has a cup of herbal tea, and begins the day with a meditation session. This could last from 15 minutes to over an hour, de-

pending on how much experience the student has in meditation.

Most students have been trained in a variety of meditation techniques, and that helps keep things fresh and interesting. They might be working on a problem-solving meditation to see why a friend is upset with them this week; or a review meditation on the eight typical problems that come up in meditation, to burn this information into their mind; or a fixed meditation on a point of silence at the heart.

After that they're up and starting their yoga. We've found, by the way, that it's easier to do your yoga if you do it with a partner or friend: When one person feels lazy, the other talks them into it. Groups can be a lot of fun, and students at DMU always have the option to join with others for this morning meditation or yoga.

We don't push any one kind of yoga. People are all different, and the reason there are so many different types of yoga is that each one of them works better for certain people.

We also don't push any certain length of time for your yoga practice—this again depends on where each individual is at. But what we *do* push is that your practice of meditation and yoga has to be regular: just 15 to 30 minutes a day is better than a big flashy effort one day, followed by three days of nothing.

After yoga (both yoga and meditation are best

done on an empty stomach) people have their first meal of the day. Again, we don't stipulate any special diet—people all have different bodies—but there are some things that clearly make almost everybody feel great. One is fresh-squeezed juice: buy a little electric orange-juice squeezer and get in the habit of squeezing four oranges' worth every morning. In a week you'll see how the life that comes out of fresh fruit starts tasting like chocolate, filling you with energy that you haven't had since you were a kid.

Start working yourself off coffee and then caffeine tea; start replacing the fat of cow's milk with the pure protein of almond milk, which later on you can start making fresh too. Maybe enjoy the almond milk on some cereal, but get in the habit of checking cereal-box labels, and avoid those with high numbers for the sugar content.

After that, a typical student starts their daily learning. We encourage the old Tibetan way—no computers at this time of the day, because (did we mention that?) you're trying to maintain verbal silence and mental stillness all morning long. Now, the Tibetan way is that first you pull out the book you're studying and you look at the table of contents for a few minutes, especially the names of the first five chapters, for example. And then you close your eyes and see if you can repeat back to yourself the names of these five chapters mentally. In a week or so you

can rattle off all the chapters in order, which means that you automatically have a grasp of the complete framework of the whole book.

And that grasp is here in your own head: you can pull it out anywhere, anytime, to think about—whether it's on the walk to work or at lunch or in a waiting room somewhere.

Then go ahead and read whatever part of the book you're on right now, reflecting at the end on how this part fits into the big picture—and how it might apply to your own life, today.

After that, a student might spend an hour or two on a project that they're working on to teach or help someone in need—and almost every DMU student is involved in such a project. Again, it's all completely voluntary; we don't even *charge* for classes at DMU.

You have to want to make yourself a success: no one else can do that part for you.

Now, if you're not a full-time student you've probably got to get to work well before 1 PM; but you see the general idea—you'll be adjusting the

Seven Points to your own schedule. What I really want you to get here is just how *great* it feels to have a clear mind. The I PM Policy at our university really works: It makes the students and staff healthy, well-balanced, clear-thinking individuals. Put a bunch of these people together in a classroom (which happens afternoons and evenings) and watch the excitement—the sheer pleasure of learning, at 100 miles an hour.

I've been with a couple of DMU students on a plane and seen the flight attendant stop and say, "You have this glow about you! How do you do that?" In fact, I've seen this happen over and over. It's the one thing that makes a teacher proudest of all.

Which brings us to one last point. Yes, you're our Mom, and we're counting on you to be strong and healthy, because you're the one who's making us successful. But if you think about it, moms do something else, even when they're not doing anything special at all. And that's just being an example for others.

People watch each other all the time, all day long. If you start looking all glowy and performing like a superstar at work because your mind is so darned clear, then people are going to notice. They're going

to figure out what you're doing, and start something along the same lines themselves. More success for everybody.

YOUR TO-DO LIST

Hey, we just thought of something. Now, we want this new book of ours to be a success; we want all the KM programs to be a success. Which means you've got to get moving on your own personal practice of the Seven Points. And that means we're cracking down on your to-do list. Two items for today:

1. You will get on the Web and find three yoga studios near you, and you will go try at least one class this week, and one class per week after that, until you find a studio and a teacher that you like. And then you will start doing yoga there once a week.

   Sunday afternoon is a relaxed time at most studios, with a nice group like you—people who work weekdays. We remember our first yoga class. We were the least flexible people in the class, and right afterwards we ran to a diner and stuffed ourselves with pancakes; then for two days we limped around like ducks, sore everywhere.

   But we were proud of ourselves, and we've never looked back. You're the beginner; get over it. In a

few months you'll be showing off for all the newbies in class.

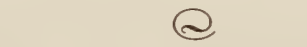
2. You will find someone to teach you some basic meditation. Ask around when you go to the yoga studio. Keep trying until you find a teacher that you really click with. And then you will start meditating every weekday for 10 minutes. (It's much easier if it's at the exact same place and time each day.)

Now get on with it. Life is short. This new KM thing is your big chance to be a success. Do it for us.

KM Rule #5

STOP MAKING DECISIONS

ANCIENT WISDOM



Not this.
Not that either.
—*Nagarjuna the Wise, 200 AD*

DECISIONS JUST BREED MORE

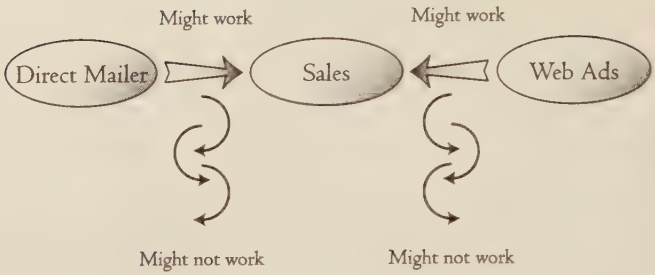
Now that your mind's all sharp and you really get this thing about making other people successful, it's time to start talking technique. This means you have to stop making decisions.

Decisions are born from the uncertainty about the odds. You're used to having to make decisions because all this time you've been playing the odds. In fact, there's one important decision you're going to have to make today, later on at work—or it's obvious that the 100,000 giftbox chocolates are not going to sell out in the four months you still have left.

And that decision will be: Do we stick with the old direct paper mailer, or do we try some new Web ads? (Of course, the budget your tight-fisted boss has stuck you with is only big enough for you to try the mailer *or* the Web, but not both.)

Let's draw an illustration of your options, like we've been doing all along, and surely it will make your decision easier.

Ah, there we have it. A decision must be made



simply because it's not *certain* that either approach will work at all.

If you think about it, what does it mean to be blessed by management and become a manager yourself? It's all about who's going to have the guts (or the foolishness) to sit in this little boss's chair and tell all the project staff which way to go. Especially when anybody who's honest for even a moment would have to say that we don't know that anything we try is going to work out.

But that's not all. The problem is that decisions breed more decisions, because uncertainty itself tends to multiply uncertainty and stress on the head of the poor little Project Manager (us). That is, the moment you courageously decide to go with the new Web ads, one of the members of your project staff is going to suggest a "minimalist" Web ad: "You know, something like what Apple does with the iPod box. Not a single page of instructions! So, you

know, there's just gonna be the picture of our giftbox chocolates and—get this—not even the *name* of the company, anywhere, and not a *word* about how to buy the chocolates! And then, you know, the whole Web is gonna be burning up with the question: *Where do I get these chocolates?"*

And of course another staff member rolls their eyes and says, "Go for a huge 800 number under a red heart box, with someone licking chocolate off their fingers. Everybody knows that always works. It's been the winning formula for—like—forever." And so now your life looks like the chart on p. 86.

PROS AND CONS

On top of this messy little picture now we need to add a pros-and-cons list, because every time you need to make a major decision it spawns a long list of pros and cons. In this case, for the minimalist Web ad, a short version of the list would look like the table on p. 87.

Web Ads
Direct Mailer
Might have worked
Pretty Much Blank
Might work
Might not have worked
Sales
Might not work
Might work
Licking Fingers
Might not work

Minimalist Web Ad Proposal

PROS	CONS
1. Bigger population coverage for same cost	1. Fleeting: doesn't stay on kitchen table for a week
2. Costs less money to produce	2. May not reach older, more affluent customers who don't use the Web so much
3. Easy to modify as results come in	3. Too little space to differentiate ourselves from competitors

The problem is that this pros-and-cons list is immediately going to spawn *another* list in your head, which is the "pros-gone-con" list. That is, we know deep inside that even the pros are uncertain; that they stand a decent chance of flopping over into cons. We've got to think ahead on these so we can have some quick back-ups in place.

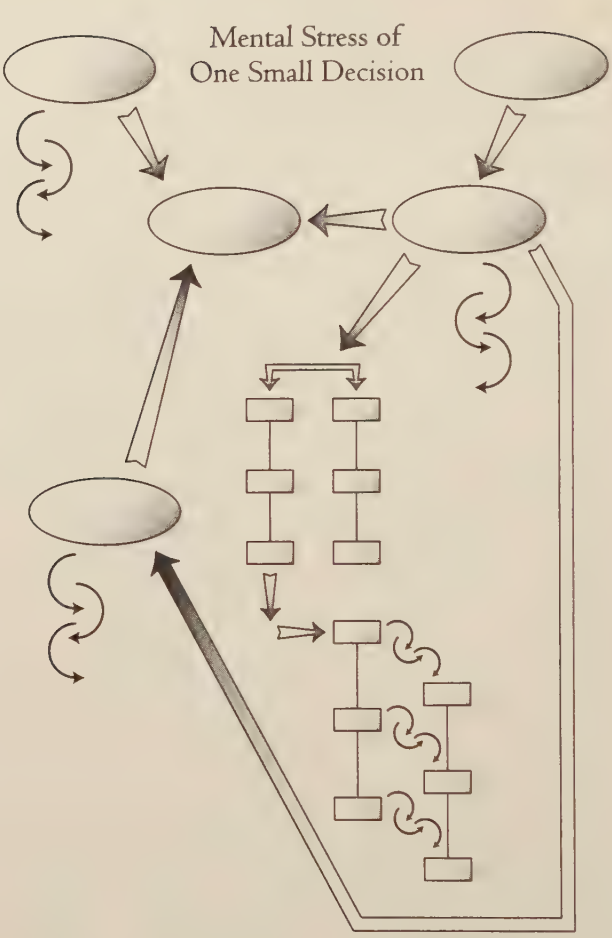
Minimalist Web Ad Proposal

PROS	MIGHT GO BAD
1. Larger population coverage for same cost	1. If more people see little Web ads all over the place, it might make our chocolates look cheap and no longer exclusive.
2. Costs less money to produce	2. Electrons are cheaper than paper, but really good Web designers get expensive fast, and often flake out on you halfway through the ad campaign, with no replacement.

PROS	MIGHT GO BAD
3. Easy to modify as results come in	3. Come on! How do you really measure a Web ad's success? Everybody and their mother knows that site visit numbers are always inflated by accidental hits from people looking for *chocolate*-colored suede loafers. And the Web designer quit last week, remember? Or are you going to hire them back as consultants for double pay just to change the one ad?

You know this new list is not just a joke. If you're any kind of manager already, this stuff has happened to you every time you ever put together a pros-and-cons list. So look now—on p. 90 is a map of your mind, on just this one little decision (we've been merciful and left out all the text).

Now go and multiply this by all the hundreds



of major and minor decisions that you're going to have to make in leading your project team to get the 100,000 units out. You want to know why middle

managers in big corporations get paid so much? Because living in this complicated mental uncertainty is such agony that no one will do it for less money. You know that's true. So it's time to stop making decisions. Let's see how you're going to get away with it.

Real Life

GESHE MICHAEL:

Our company grew so fast (doubling in size and sales every year for years) that workspace was always at a premium. We kept renting bigger and bigger places and then finally took the plunge and purchased our own nine-story building in Manhattan, with a knockout view of the Hudson River. Problem was, you pretty much had to make it to VP to cop an outside window at all.

Now John Esposito made it to VP before I did, and I was always walking by his office jealous. I mean, not just your own patch of sunlight, but your very own office, where you could close the door and have some privacy. And to rub it in, the *Wall Street Journal* was always poking out from under his door, delivered there personally by the mailroom supervisor every morning.

So one morning I'm walking down the hall and I just lean down and swipe his newspaper and take it over to my undersized cubicle. I throw my feet up on the desk and lean back and start reading, as if I was supposed to be. But then something weird happens.

The headline story is about a Wall Street investment banker who took a big unauthorized risk with his company's entire hedge fund and lost everything. He's tried to escape to Hong Kong and there's a huge photo of him being led in handcuffs down the Jetway, along with lots of commentary by Respected Analysts about how stupid he was to make such a risky move. So far, okay.

But on page two there's this long article about George Soros, who took an even bigger risk with his clients' money playing the British exchange markets. He's netted a billion-dollar profit in a single day—some kind of record—and the same Respected Analysts are praising his bold decisiveness.

Further down—you know, the second section, where the real financial news begins: not just people's opinions but the real numbers on different companies. IBM is getting beaten up, and it looks like they might even have to sell off their whole personal computer business to some Chinese firm. The Analysts are yelling at them to stop being so conservative in their approach: Make something happen!

And then a few more pages down, there's a long

article praising Hewlett-Packard computer for their tried-and-true, conservative approach to products and business, which continues to make them a blue-chip profit leader.

In that moment—in that one moment—it dawns on me that it doesn't really matter whether you take risks or stay conservative. It doesn't really seem to matter which decision you make: either one might work out, or it might not work out, and the *reason* the *Wall Street Journal* has so many pages is just to report on how true that is, all over the world.

But absolutely no one seems to be noticing. The Analysts continue to debate pros and cons, all pros and cons that really do sound very reasonable and convincing much of the time, but in the end it's all just the same. *Anytime* you're making a decision, you have no idea at all whether it's going to work.

It's mind-boggling. Suddenly, I don't want a morning *Wall Street Journal.* I walk back up the hall and slip it quietly back under John's door. Inside, I can just hear two people discussing whether we should take a risk on a new product line or stick to the conservative line we already make.

YOUR TO-DO LIST

You've got three new items for your to-do list this time:

1. Off for some Quiet Sitting with your KM pocket notebook. Look around and find that list of five things you were supposed to get done this week. Next to each there should be some odds of success written down. Now for each of these write a pros-and-cons list, just three pros and three cons each. Then write down how the pros might go bad. Stare at all this for 5 minutes and try to feel like there must be a better way.
2. We're going to start changing the way you eat. There's a real simple way to do this that has nothing to do with denying yourself anything. You're already carrying around your little KM pocket notebook. Now every time you have a meal or a snack during the day, stop afterwards and pull out the notebook and note down anything you ate that had a lot of sugar or fat in it, or any kind of stimulant like caffeine (or nicotine). That's all. We're just observing, not changing. And then you'll find that the observing becomes the changing. Try it. It works.
3. Take a moment at your Quiet Sitting to write down a personal ethical code that will make you a better person. No more than five items total.

   Once a day, just before you go to bed, pull out your notebook; think of which of the five items you were most successful with today; and write it out in a single sentence. Something like, "I was going to

make a personal call in the morning, but I purposely did it during my own lunch hour instead."

This creates all kinds of background echoes that contribute to the success of your projects, including the 100,000.

KM Rule #6

LOAD YOUR STAPLER

ANCIENT WISDOM

The Fourth Law of Karma says:
No action is ever lost.

—Jey Rinpoche (1357–1419), Teacher of the First Dalai Lama

Real Life

INTERVIEWER: All three of you have been so successful. I'm going to ask you to think back to the one most successful move you ever made in your career, and tell us why you decided to make that move.

LAMA CHRISTIE: I didn't have to think about it, it just felt right.

MICHAEL GORDON: I just got this intuition and I followed it.

GESHE MICHAEL: I simply always thought it would be that way.

FLIPPING OVER TO INSTINCT

We know what you're thinking now: "It's easy for you three to sit there and tell me to stop making decisions. And I'd love to, because they really are frustrating. But what's the alternative? What am I going to tell my boss—that I've decided to stop deciding?"

Calm down now. That's not what we're saying. Of course you're going to go to work today and make a fistful of decisions, the best you know how. But at the same time you're going to start to stop making them. How's that work?

Talk to anybody who's really successful at what they do—it could be a business person, a musician, or a mom. Ask them *why* they always make the right moves at the right time, and what you'll hear back is, "I can't really say why. It's just some kind of instinct."

Now, we all have some degree of instinct. When you sat down to open up this book again today, you didn't think to yourself, "Before I start reading I have to decide on one thing: How often am I going to *breathe* while I'm sitting here?" You don't worry about how often you have to breathe, because breathing is just autonomic, automatic. It's an instinct.

Now imagine what a hassle it would be if—all day long, as you walked around and did whatever it is that you do all day—you had to keep deciding whether or not to breathe at *this* moment, and how much. That's right—thinking about this minute by minute would completely clutter up your mind, and take a lot of mental space that we'd rather have available for the tasks we have at hand. It's *good* that breathing is stuck over there in the instinctual part

of my brain: let it stay there. The back of my brain seems to make the right decisions about how much to breathe without me getting involved.

The question now is: Can we do the same thing with a lot, or all, of the decisions that we're taking to get the 100,000 bicycles sold? Is there a way that we can push these out of the decision-making part of our brain and get them into the instinctual part? *How is it* anyway that all these genius businesspeople and artists just *feel* what's best to do, over and over again, for coming up with a hit every time? That's what we're going to show you now.

IT'S ALL ABOUT STAPLERS

You see, in Karmic Management, every time you come to a crossroads and have to take a decision about your project or your life, *you've already failed, even if you do take a decision and it works out.* If you've been doing your Karmic Management correctly, events have just worked out already, without the decision.

So how do I know if I'm doing my KM correctly? This gets into staplers.

Pick up the stapler on your desk, stand up, walk over to someone else's desk, and ask them if it's working. They'll give you this weird look and then they'll

stick a piece of paper in it and push down. If the paper has a staple stuck through it afterwards, they'll say, "Looks like it works okay to me," and shake their head a bit as you walk back to your desk.

The moral here is that a stapler works if it's loaded, and it doesn't work if it's not loaded. When you really need a stapler right away, you don't go running around the office comparing all the staplers on people's desks. You don't stand there with a red stapler in one hand and a green stapler in the other and try to make a *decision* about which color stapler is going to work.

Because the *color* of the stapler doesn't matter. There's no sense or need to stand there trying to make a decision about which color stapler to use. All you need to know is which one is *loaded,* because *that* one will work.

And if you know that both staplers are loaded, then you *know* they're *both* going to work. At this point you can *go ahead with your first instinct* and use whichever of the two you like, *because it's going to work either way.*

So let's go back and un-make that decision about what kind of advertising you're going to use for the 100,000 chocolates. If the action you choose to take is *loaded,* then either the direct mailer or the Web ads are going to work—you can "choose" either one, de-

pending on what your instincts whisper to you. If the action you choose to take is *not* loaded, then it will fail, whichever of the *same* two actions it may be. (That was the *Wall Street Journal* lesson, remember?)

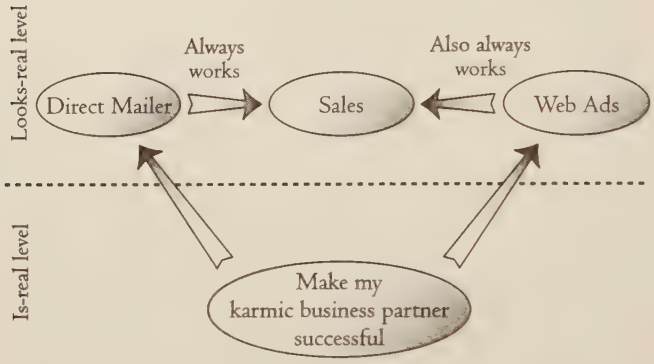
You can *stop* making decisions, because they never help. You can *start* loading your actions, which *always* helps. Because in the management of the world by karma, no action at all is ever lost. Every karmic step you take will *without question* lead to its result: what goes around always comes around.

There's a very easy way to see how this is going to feel now. Go back and look at that messy diagram with all the arrows. Then just close the book and imagine a warm yellow globe. That's the difference in stress level between making decisions and loading an action so it's sure to work out.

HOW TO LOAD AN ACTION

Great! So how do I "load" my actions? Come on, we've covered that already. The battery starts the car, not the key. Any action you take to make your karmic business partners successful will, without question, produce success for you, no matter what else you do, no matter what else you decide. It will all be just . . . instinct, automatic: "Somehow I *knew*."

And so now we've slashed the decision drawing down to a nice, clean, happy way to run your career:



Again you see we've got that division into "looks-real" and "is-real." When the boss breaks your door down to congratulate you for getting the 100,000 boxes of chocolates sold through with what—three months?—to spare, you know what the first thing they're going to say is:

"So, how did you know that the Web ad would do the trick?"

And you're going to pause and answer, "It just felt right."

And wink to yourself because you know why it felt right: you were taking care of your karmic business partners.

YOUR TO-DO LIST

Back to the most important part of your to-do list, back to the most important of the Seven Points, back to the very core of Karmic Management: your karmic business partners. If you look in your KM pocket notebook, you'll see that you wrote down a description of what it would look like if one person out of each of the four groups of your karmic business partners was successful. And now it's time to get down to business—time to "load" your project.

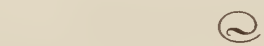
> Each day, every day before you start work, write down one specific action that you're going to take to make each one of these four successful. It doesn't need to be something big—it probably *shouldn't* be something big. Just one thing you can honestly get done today that will contribute to *their* success.

We're not going to henpeck you about this one to-do item, your crucial one—loading your stapler. If you really want to be a success, start this today and make it a habit for the rest of your life. How far you go now is up to you—this is all you need to do.

KM Rule #7

RIDE YOUR PROBLEMS OVER THE TOP

ANCIENT WISDOM



Your problems are your path.

—*Geshe Potowa, Tibetan, 1027–1105* AD

PLANES ON THE RUNWAY

There was once a magnificent Tibetan Lama named Khen Rinpoche, who said, "Problems are a good thing, because they let you know where your problems are." And this brings us to airplanes on the runway.

Almost every businessperson ends up having to travel for their business. And so we spend a lot of time looking out the windows of planes and wondering if our plane really is, as the pilot claimed, #3 in line for take-off; and just how much more of a delay that's going to mean.

Problem is, karma works just like planes. Before we ever heard about KM, we had already invested a lot of effort in either ignoring our co-workers and suppliers and customers and the world, or even working to "beat" them somehow. And all these karmic seeds are still there in our mind: nothing is lost, for good or for bad.

These seeds were planted earlier, and so naturally—like planes #1 and #2 on the runway in front of us today—*they're* going to take off first. Something's

going to come up and delay us getting the 100,000 surfboards sold.

Not only that. Nobody's perfect. The first project you ever manage by the Eight Rules of KM is going to look a lot like the first essay you ever wrote in grade school. Yeah, you remember—Bonzo the Kangaroo wins the big race. In between every action you purposely take to make your karmic business partners successful, you're going to take three other actions to keep them from being too successful, just out of old habit. Now that's okay: the one positive action is 100% more than we did in the past, and it's enough to create more success than we've ever had before. But the other, negative seeds are going to be popping in at inconvenient moments in our project, and causing problems. Like Frank.

WHY SOME "BAD" PEOPLE SUCCEED

Just an aside here before we go ahead. At some point—it might as well be now—you're going to ask why some people who obviously don't try to make their co-workers and customers and suppliers and the world successful seem to be successful. And you're going to ask why some people who *do* make others successful don't seem to succeed. There are three

things you need to remember about karma in order to understand what's going on with these people:

1. *Nothing is "obvious."* The real essence of karma—the real stuff behind the karmic potency of any action—is what the person is thinking deep down in their heart. There are lots of managers who "obviously" seem mean at work but who, deep down there somewhere, really want the company and everyone in it to be a success. That's exactly why they're so demanding and hard on people.

   And then there are a lot of managers who are nice to people, but not because in their hearts they really want everyone to succeed; they're just hoping to get through the day without any hassles. The first manager will succeed in their project, and the second will fail, and the moral of the story is that the human heart is a deep, deep place: judging anyone else's is a very tricky business.
2. As we said, we don't know how many other planes—how many other karmic seeds—are already lined up first in a person's subconscious, ready to go off. The good seeds that we've seen someone else plant are without question in queue, but how far back in queue we don't know.
3. You need to know the Second Law of Karma:

> Karma always grows. That is, a stingy person may have been truly generous once, months ago, in a way that we don't know about. In karmic terms, there's no problem with this one little seed growing into a whole successful project later. Come on, a 3-ton oak tree grows from a one-ounce acorn, and mental seeds are just the same.

In short, there really is a cosmic justice to things, and everyone does get exactly what they deserve. The kind of backflips that reality has to do in order to get everybody exactly *what* they deserve exactly *when* they deserve it is all tied up in a concept called "emptiness," which we're not going to cover in this book. But it is amazing, isn't it! Anyway, let's get back to Frank.

THE USELESS FIRING OF FRANK

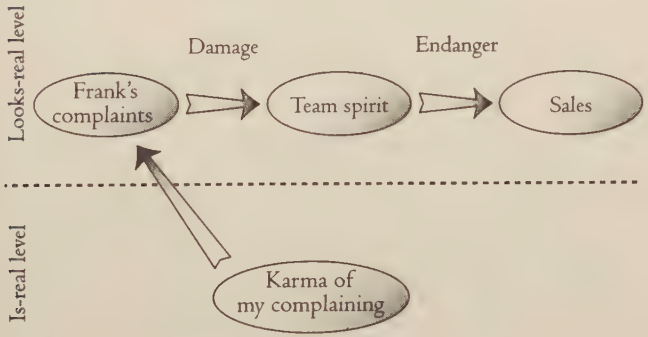
Now Frank, as you will remember (although you never heard his name), was the guy on your project team who said that the minimalist Web ad that Alice suggested—and that your newfound instincts have told you to go with—would never work. And so, maybe without even realizing it, Frank is doing what he can to make sure the minimalist ad *doesn't* work. He's been dragging his feet on his deliverables for the ads, and his complaining is threatening the coopera-

tive spirit you've managed to develop in the project team. In short, Frank is your first big problem:

Now get this next thing. It's the most important thing you're ever going to learn about dealing with problems at work, the KM way (the right way). The above drawing looks like a straightforward cause-and-effect situation; and it's obvious what you have to do is fix it.

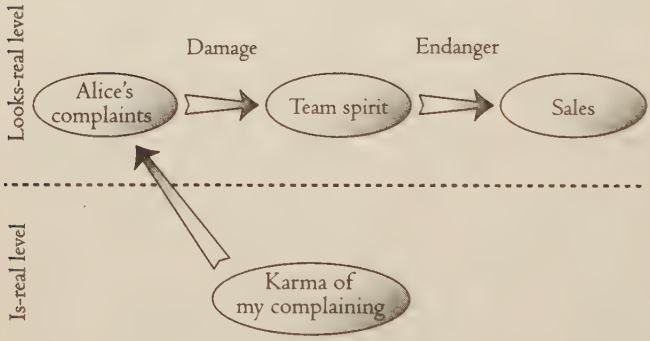
Fire Frank. No more complaints, team spirit renewed, sales no longer endangered.

Problem is, this is only working at the looks-real level. You've always had a suspicion that this was the case, because firing people has sometimes backfired on you in the past, bringing even more lack of harmony to your team. And here's why:



It's the same old story. Frank's complaining isn't coming out of nowhere: it has its own karmic cause. And that's all the complaining that I did myself about the boss who stuck me with this project to get the 100,000 paper clip trays sold out in—two months now; looks impossible; why doesn't she give me some real staff?

So yeah, go ahead, fire Frank. But if you don't clean up the karma that's spewing Frank into your reality, here's what things are going to look like two weeks from now:



You guessed it. It turns out that Alice was actually quite an admirer of Frank's, even when he was complaining about her minimalist ad. And now Alice is complaining about the lack of free speech on the project team.

Alice didn't come from nowhere either. Come

on. When you were a kid, didn't you ever spend the whole Saturday at Aunt May's, pulling out weeds? And didn't you ever have to go back two weeks later because you didn't get the roots? And so the weeds just sprout up again, a little further away, looking a little different from the last ones.

So what to do? It's obvious. Get rid of the karma, and it won't be there to sprout up Alice *or* even Frank; that is, you won't have to fire Frank anymore, because he'll just suddenly become the team cheerleader, because *you* used the shut-off valve for the complaining karma.

THE KARMIC SHUT-OFF VALVE

Now, this karmic shut-off valve thing needs a little explaining. If you get it right, even your first sloppy KM project is going to be a wild success. If you don't, then, well—you're going to have problems, because you *have* to.

We've said that even small thoughts and actions can fester in the subconscious and come out in a big way long afterwards. What this means is that each of us is walking around with a huge karmic pocketful of random seeds—seeds that might go off at any moment and create 12 complaining Franks on our project team.

How well do you really remember everything you did or said or even just thought a week ago? Much less months or years. We really have no way of knowing what's coming.

That is, until it starts to come. The moment a complaining Frank pops up on our team—the very first day you start to see even just the beginning of a problem like Frank—you need to do something, fast. Because now you know that a random negative seed is starting to ripen, and if you don't shut it down quick it's going to ruin your project.

How to shut down a seed? Where's the shut-off valve? Way back when we first started to identify our karmic business partners, we heard about the very first Law of Karma: "Whatever you want from life, you must do for someone else first." Implicit in this law is the fact that a karmic act and its consequence will always have similar content: If you do something *good* for someone, then only *good* can come back to you, and vice versa with the bad.

This part of Law One has an important implication: We can look at a problem as it comes up and deduce the kind of action that must have planted it, even if we don't remember doing the action. With Frank, this means that I myself must have been complaining about someone in the past and disrupting somebody else's work. And so the first step in removing a problem karmically is just to identify the gen-

eral kind of act we must have committed ourselves in the past to plant it.

From here, thankfully, using the shut-off valve on this karma—getting Frank back on board without even thinking about firing him—is a very straightforward thing. The way to shut off a karma is to be *absolutely careful not to do any more of it now.*

That is, it's too late to un-create the seed itself. Once an oak tree has grown from an acorn, there is no power in the universe that can somehow push it back into the acorn and make the acorn go away. It's too late to stop the complaining that Frank did yesterday or the part of the seed that caused it.

PROBLEMS ARE YOUR FRIEND

But that complaining had a purpose: you see that complaining *let me know* where my problem was. If you think about it, problems are the only thing that can stop the success of your project, now that you know about planting your success inside your karmic business partners. What makes the difference between failure and success at this point boils down to one thing, and one thing only: Can you identify a problem quickly and shut it off?

So take *joy* in your problems; *focus* on your problems and *embrace* them. Don't look away or avoid deal-

ing with them. They are your friends; they are going to take you over the top.

You've identified the cause of the problem: you must have complained before. If you stop complaining from here on—if you are *absolutely careful* not to breathe a single word of complaint—this has what you can call a power of resonance. *Not complaining,* because you want to stop *Frank's complaining,* is a lot like a selective black hole. The more effort you put into not complaining (especially about Frank's complaining), the bigger and more powerful this karmic black hole becomes. The hole "resonates" with all the old complaining in your subconscious mind: it attracts old seeds of complaining, sucks them in, shuts them off. And so it's not just that KM gives you the power to create your own successful future. It also gives you the power to selectively target any problem in your work or life, and shut it down.

No more Franks in your life. And notice one big, big thing. We didn't have to do or say anything *to Frank himself* about his complaining. That's the old odds game, and you know it—maybe talking to him will work, maybe it will make things worse. As someone once said, *Start from yourself.*

NATURAL REACTIONS: A WORD OF CAUTION

Which brings us to one final point. As a people, we've been playing the odds game for 50,000 years. Built into us now are all sorts of "natural" reactions to problems. In our example here, the natural reaction to someone on our team complaining is to start complaining about them. In the end this just boils down to the old animal instinct of using violence to stop someone who's being violent to us.

Now that you know about KM, you can see clearly how very mistaken this response is. *The best and only way to keep Frank complaining and messing up your project is to plant new complaining seeds, by complaining about Frank yourself.* This is called a "karmic feedback loop," and it's responsible for all the mess-ups in the entire world. You are hurting my project because I planted a seed for it by hurting someone else before. And now what—am I going to *hurt you back* for hurting me?

Duh! 50,000 years of duh!

Real Life

MICHAEL GORDON:

Problems really do take you over the top. Of course, it's a little hard to see them that way while they're happening, and this is where the clear mind that you get from meditating, yoga, and clean living serves you in good stead.

It's a Friday night in 1995; I'm already home, just outside the city. Suddenly, I get this hysterical phone call from the manager who's closing the building, in Manhattan. He says there's a fire. I think to myself, well, someone has thrown a cigarette in a dustbin and we'll just toss some water on it; but I get in my car and drive, fast.

When I reach our place I jump out and thread my way through exactly 12 different fire trucks. They say the whole building—every floor—is on fire inside. Then I start thinking that well, things will be okay, we'll just need to do some clean-up and then we can get back to work. But the fire chief walks over and tells me it will take six to nine months just to repair the structural damage.

At this moment, the instinct takes over. Immediately, I'm calculating in my mind what this is going to do to our staff—over a hundred people at the time.

A hundred people suddenly without jobs; a hundred families suddenly without an income. I run and grab the operations manager and the main financial person. We walk to a nearby hotel, book a room, and spend the whole night up, working out a plan to help these people.

Monday morning at 8 AM the three of us are all standing outside the burned shell of our building, intercepting our stunned staff as they arrive for work. Right there on the sidewalk we hold this big company meeting. The operations head, Connie, has already split the entire company into three groups and rented three different spaces nearby for them to start work again, today.

Not one person loses their job. And within the week we are back to handling our usual daily average of over 350 clients.

These were echoes, you see—new echoes—being sent out, and we used the fire as an opportunity to remind ourselves that we had to send them. We took care of our staff, and we took care of our customers.

On the return echo, suppliers and the world came to our aid. We found that the phone company had noticed a problem with our phones, and had figured out where to re-route the calls without our even asking.

And now we had a whole empty building to re-create entirely, the way we had always dreamed.

The results were stunning. When we reopened the doors to our building nine months later, the public swamped us.

YOUR TO-DO LIST

You know what's going to happen now. You've been crafting very specific, modest plans about how you're going to make the people around you successful. Now you're going to travel to your Quiet Sitting hangout, pull out your well-worn KM pocket notebook, and write down three actual or potential problems that you can see coming up and preventing you and your team from getting out those 100,000 toilet plungers.

After that it's simple. You're just going to follow the fourth and final Law of Karma, which says:

> *If something's happening to you*
> *That you don't like,*
> *Stop doing it to others.*
>
> —Jey Rinpoche (1357–1419),
> Teacher of the First Dalai Lama

You know, like three steps each on how you're going to stop complaining, or whatever the problem is.

KM Rule #8

RE-INVEST

THE KARMA

ANCIENT WISDOM

Karma consumed dies.

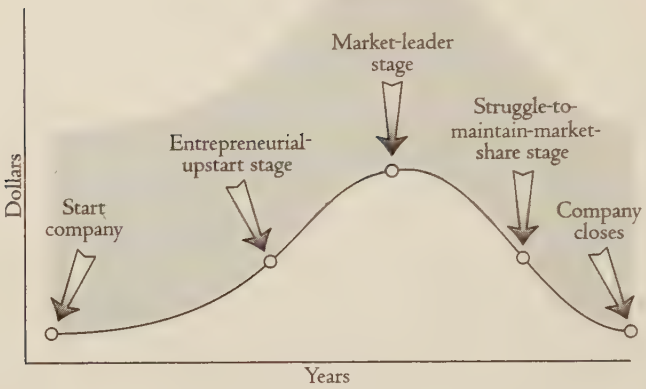
—*Master Vasubandhu, Indian, 350 AD*

THE WATER BENEATH THE WAVE

The project is over, and you did it. The FedEx truck just drove off with the 100,000th pizza, headed for a bowling alley out in eastern Nevada. Your boss is standing there with you on the loading dock, and she turns and hands you a fat bonus check. Three weeks to spare, even after the Frank Problem. The project ends—just as our life itself will also end. But KM has an answer for this as well.

Due to our 50,000 years of bad habits, we've learned to live with endings just the way we've learned to live with the random chance of failure. Things have to end—just try to do the best with it, which usually means try not to think too much about it. Don't think about how even the successful projects end. Don't think about how you spend the bonus checks on more things to own; things that you must surely lose in the end.

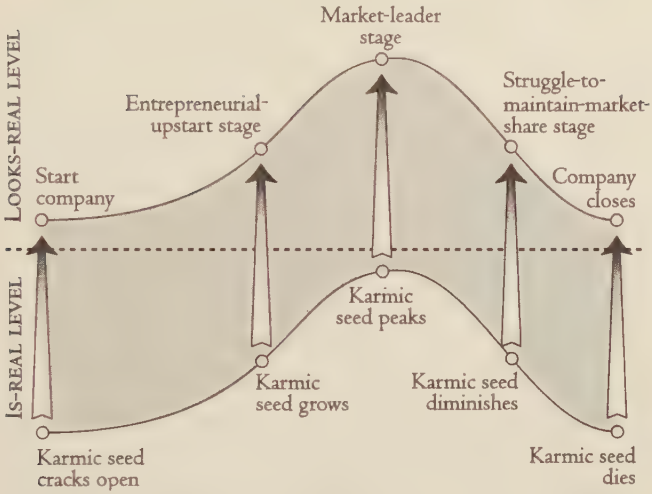
It doesn't have to be this way. Let's look at the typical life-cycle of a company, and then you can apply what we learn to your own work, and to your life



here in this world. Here's a diagram of what happens, in time, *to every successful company.*

But where's the energy that sets this wave in motion? You know the answer now. The power lies below the events, in the cause of all causes. Karma is lying below the wave like the sea it travels across, supporting every single moment of the company's entire existence.

And so the wave of the company's life isn't traveling from left to right, the way it always looked like it was. That's just the looks-real level. And, as usual, if we get stuck in this level of the apparent—in this level of illusion, really—then we're dead. But that's not going to happen to us, because now we know about the is-real level that lies below it all. In actuality, things are moving from the ground up.



So how are we going to use this information to overcome the (apparently) inevitable fact of the end itself? We realize now that the company and my projects—and my career and my life itself—are all wearing out because the karmic seeds that support them are wearing out. But just realizing this doesn't really seem to help.

You can be sure that these seeds *are* wearing out, every hour at work, every hour we breathe, because *all* seeds wear out by the simple act of producing their results. If you stand and hold a fruit in your hand, it can only be because the *seed* that produced the fruit spent itself in doing so, and is therefore already gone.

SETTING ASIDE SOME SEEDS

This is where the idea of karmic re-investment kicks in and saves our life. Back in the old days, when all the crops were planted by hand, farmers had one rule that could never be broken, no matter how bad things got, no matter how hungry the family might be. The rule was that you *had* to save 10% of this year's crop to use as seeds for next year's crop. Nobody was foolish enough to eat the seeds for next year's crop.

We have to be the same way. Okay, the big project is over; the 100,000th pizza is out; the bonus check is in your hand.

But what you do next is the most crucial thing of all. Right away you're going to take 10% of your crop yield and invest it in your next project.

And you know exactly where to plant it: in your karmic business partners. You take the bonus check and you cash it, and then you take your whole project staff and their spouses out to a nice French restaurant. This kind of celebration, this kind of *gratitude,* is absolutely essential in Karmic Management—because what you're really doing is celebrating the very concept that makes KM work: You have made me successful because you allowed me to make *you* successful, and now we (the big me, really) are both successful because of it. The karma of celebrating

this kind of success is *itself* the most powerful karmic seed of all. So celebrate!

While you're all out celebrating, of course, the boss is at home reading the letter of commendation you wrote for the members of your staff, outlining the specific strengths that each one demonstrated: strengths that can be utilized in future company projects—of course at a boost in salary. You've even pinpointed for her the two or three staff members who have demonstrated leadership promise and could be cultivated to replace you as Project Manager. (Come on, don't freak out now. You know that covering your old position for the company is the only way you're going to get promoted—that's KM!)

And of course your tomato supplier and his wife have just received in the mail that beautiful, expensive coffee-table book you bought for them with some more of the bonus money. The book is all stuffed with sexy photos of organic zucchinis and string beans, and inside is a letter with your company's commitment to purchase this supplier's tomatoes for the extra thousand pizzas. Oh, those are the pizzas that you've convinced Management to manufacture and donate to the world—in the form of the homeless shelter two blocks down from the office.

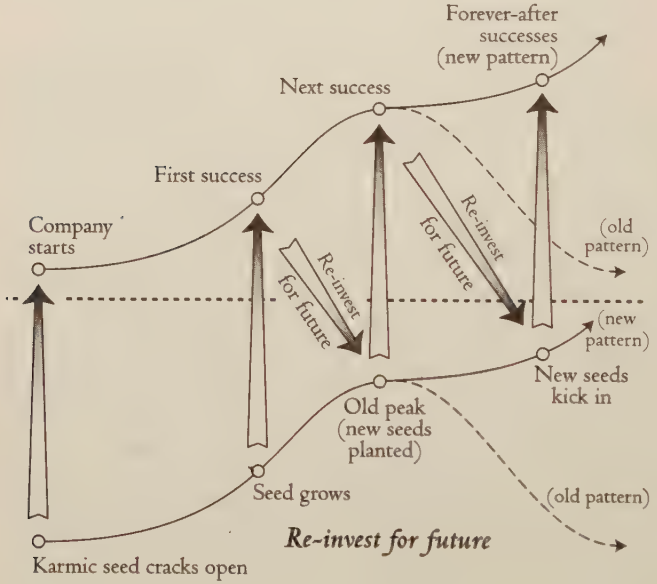
And one of the 100,000 customers (if they don't burn it up in the microwave) is going to find a little note in their pizza box explaining how grateful you

are to them for their support, along with a coupon for a weekend vacation for two at the Mexican seaside resort of Puerto Vallarta.

THE KARMIC FEEDBACK LOOP

Let's look at what happens to that depressing death-chart if you get going on this idea of always re-investing some of your success in the others around you.

You see what's going on. It's another karmic feedback loop, except this time it's a good one. You take



a substantial portion of the returns from your first successes at work and spread it among your karmic business partners in order to celebrate, to show your gratitude. And even though the karmic seeds that produced these first successes are wearing out by now (because they spent themselves on creating the successes), they've been replaced—and even made stronger than before—with the arrival of all the new seeds from the celebration. And so it's a continuous upward cycle—an idea that you can use in *every* part of your life: your job, your health, your relationships, your life itself.

Real Life

LAMA CHRISTIE:

Diamond Mountain University grew out of a lot of other projects we were working on; for example, an effort to teach Tibetan refugees to use computers and then pay them to digitize their important ancient books for the world to share.

At the time, we were funding these projects mostly through a few generous, wealthy individuals who believed in what we were doing. We were counting on them to help fund the University as it opened, but then the stock-market bubble burst. Wealthy

people had been deriving all their income from their stock investments, and suddenly we were looking at a million-dollar mortgage for the campus, with no help in sight.

One of our main board members, Dr. David Stumpf (then of the University of Arizona), came up with an idea called "Dollar-A-Day." Our wealthier sponsors were out of extra income to donate, but we still had hundreds of small folks who really wanted to see the University happen. So we sent out a letter asking them if they would each consider donating just one dollar a day until we got the mortgage paid off.

Within months we had enough commitments to just barely make our payments each month. This first success, we saw, had been planted by the fact that the university is completely free: no tuition is charged to any student, although the program is quite rigorous and no slack is cut there.

That, though, wasn't enough for Susan Stumpf, a PA and DMU board member, who is David's better half. One day all the rest of us on the board got this very weird email from Susan saying that, since we were teaching all these principles of Karmic Management at the University, then we should be willing to take the plunge and apply them ourselves in a major way.

Susan proposed finding a group of people who would be willing to take over the mortgage for less

interest than the bank was charging, but for more interest than they could get with their other investments. A win-win situation for everyone—something we could all immediately agree to. But it was *how* Susan proposed to find these people that had us all worried.

She wasn't actually suggesting to *find* them; she was saying that we should *create* them. We would take a substantial portion of our Dollar-A-Day income every month and donate it to another group somewhere in the world that was trying to undertake a similar project.

Two problems immediately came to mind. First, Susan had specifically mentioned donating the money to groups that were actually our *competition* in the increasingly tight non-profit funding market. Second, donating that much money to others would mean putting our own mortgage payments at risk, and possibly losing the very property we were trying to obtain.

Okay, so it wasn't exactly intuitive for all of us, but we quickly grasped what Susan was suggesting. Did we have the courage—did we have the *brains*—to see that the only way to fund-raise successfully was to help others raise their own funds? And so the board went for the idea, unanimously.

As the months passed, we gave money to help several educational centers in flood-ravaged New Orleans repair their places. Two retreat centers in Cali-

fornia got surprise grants, and a struggling summer camp for youngsters in the third world received an unexpected letter. Other funds went out for tsunami relief. And then we all waited, a little bit anxiously—let's admit it.

Suddenly, two people we'd never really talked to before came forward—one from Europe and another from New York—to assume our entire loan at their own risk.

And so KM had worked, but the board didn't stop. We kept sending out monthly checks. Suddenly an anonymous donor purchased a parcel of 100 acres adjoining the campus and presented it to the University entirely unsolicited.

A businessman we'd never spoken to slipped a note into our briefcase that we didn't even notice for several weeks, offering to pay the entire costs for a water system (now successfully completed) to supply 50 planned student residences. Three of the units themselves were suddenly donated by another businessman, while an anonymous overseas sponsor proposed building (and offered the money for) a student center where DMU students could hang out together and burn the midnight oil, working on their daily classwork and quizzes. (This building is now at the architectural-plan stage.)

Many more things like this have continued to happen, and the University board is still actively re-

investing. We don't see any reason why the surprise successes have to end at all.

YOUR TO-DO LIST

Okay, almost done with your Seven-Point assignments. We want to further assure that you have a clear mind, so you can see even the subtle logic behind this crazy new idea of giving up focusing on your own project as a way of making it succeed.

And so we're going to make sure you get enough rest and relaxation. But it's going to be like the skillful eating, you see. No lectures about getting to bed on time; no resolutions to take a walk even when every phone in the office is lit up with a call from a customer who really needs something. Because we know where resolutions like these always end up.

No, we're just going to track what's up, and then the tracking is going to bring a change. The fact that you're keeping up with other points of the program will help: having part of your mind already clear from the yoga and meditation will make it easier for this one to come.

Stress—the inability to relax when we should be relaxing—is a weird thing. The adrenaline gets pumping during a hectic project, and the body gets addicted to that level of adrenaline. If you can't get it, then you start finding ways to get other stimula-

tion, without realizing what's happening. And then some part of your brain lies to you and says that you *need* to read ten more emails, because *if you're not busy then you're a failure.*

So we need to convince ourselves that being more and more busy is not the same as being more and more successful. If you can learn to be busy with a very clear mind when it's really required, and then *not* be busy so you can dream and be creative when that's required, then you're going to be a sure-fire KM success.

So it's not the name of the game here to learn how to rest and relax. That will come automatically: we can really get a good night's sleep, and wake up completely refreshed, if we can cut down drastically on our craving for excess stimulation during the day.

All you're going to do now is just measure what's happening. Jot down one of these three items in your KM pocket notebook each day:

1. How much time did I spend on the computer today? (We want exact hours and minutes, not an estimate. You can download a little free program that clocks your time online.) Did I purposely take any breaks to get off the computer every hour and a half?
2. How much news did I read or watch or listen to today (TV, newspapers, radio, magazines, Web)? Again, we want exact total minutes.

3. How much time did I spend on the phone today, and what percent of it was really necessary?

Again, the half-hour just before bed is a good time of day to track how your life is going. You must invest this time if you really want to achieve a mind that is fully functional, sharp, and clear. See how your success at KM takes off now that you are getting a good night's sleep, because you're monitoring how much stimulation you subject your mind to all day long. And then you can throw out all those sleep remedies that never left you refreshed anyway.

Don't Stop Here

GOING FURTHER WITH KM

So, congratulations. The hour (or whatever it was) is up, and you've got the Eight Rules of Karmic Management all tucked away inside your head. You're ready to bring us all, really, to a new stage in evolution: ready to start the next 50,000 years off on the right foot. You know enough now to succeed, 100% of the time, in all the projects and tasks you set yourself to achieve.

Karmic Management, though, you know, it's actually like your new cell phone. You've surely figured out how to call your friends on it by now, and you've probably even got as far as storing everyone's number and getting to these numbers fairly fast.

But you know your phone can do about fifty other things that would probably really be helpful at times. It's a question of whether you'll have the determination to learn these extra functions or just get by with the basic calls.

KM is the same. We really encourage you not to stop here in developing your knowledge of all the different ways you can use it—all the ways you can make it go deeper and faster for you. And so we offer you some options for making yourself a real expert

at Karmic Management, because that can only bring you more and more success. Here are eight different suggestions on where to go from here.

1. *Get a copy of the book that started it all—The Diamond Cutter: The Buddha on Strategies for Managing Your Business and Your Life.* Read it and use it. A special, expanded edition has just been created to celebrate the tenth anniversary of the book's publication, all over the world.

   In this new edition, there's a special section of actual success stories from people who have used *The Diamond Cutter* in their own work and lives to achieve their goals. These achievements amount to billions of dollars and come from every corner of the globe, from people in every walk of life: from bank tellers to railroad tycoons.

   And then we analyze each success to see exactly how the principles of Karmic Management made it happen, so that you can get insights into how to apply these successes towards your own.
2. *Watch for the rest of the Karmic Management series.* We're coming out with three more short, helpful books on how to apply KM to three specific goals: starting your own business or major project; managing that enterprise successfully as it grows; and then transforming it and your life into a continuous upward spiral that serves the world at large.

3. *Join a Diamond Cutter discussion group.* Once *The Diamond Cutter* was published and people around the world started to use it, little study groups popped up everywhere—from Hong Kong to Brooklyn. People who were excited about a new and sure-fire way to conduct business wanted to meet and talk with others who felt the same.

   And so we've organized a website where you can get in touch with people in your own area. This might mean just having dinner together once in a while and comparing notes on your progress with KM. Or it could be a group that forms spontaneously and then gets together more regularly. It's really just whatever people feel like doing, but it's definitely exciting.

   Or maybe you'd like to join a KM chat group online, again through the website. Here's the address: diamondcuttergroups.org
4. *Contact the KM Help Desk and get free advice on how to use KM in your own project or job.* We have a staff of KM Associates who man our free Help Desk seven days a week. Just send us an email with whatever question or advice you need in order to get KM working in your specific situation.

   You'll start to build a relationship with the KM team online, gaining confidence in managing your life with KM. At some point then you'll be ready for some of the hands-on training that KM

offers. What follow are some of the forms that this training can take.

5. *Attend a KM introductory talk.* KM staff travel the world offering free introductory talks about the Eight Rules of Karmic Management, to give people the personal touch and inspiration that can really come only when you hear a successful manager describe KM in person. Check our website for an upcoming talk in your area, or to listen to recorded samples of such a talk.
6. *Take a KM Two-Day Seminar.* KM also offers two-day seminars around the world; typically this might happen on the Saturday and Sunday after a Friday-night KM introductory talk. Groups are small, and you get a chance to go deeper into Karmic Management with a KM Associate; this is a great opportunity to ask more detailed questions about your project, business, or career, and have them answered face-to-face. Again, this always has much more impact and power than online help.
7. *Take a full KM Training Course.* Once you've tried KM out for smaller tasks and projects, it's time to get some formal training so you can take yourself to the next level. KM offers a selection of 12 courses on different aspects of any career and business: try one out and you'll end up doing all of them.

There are three options for taking the KM Training Courses. It's best if you can attend one of the KM On-Site Courses, which are offered in major cities by KM Associates who live in that city and who will continue to be there to help you. On-Site Courses are normally held twice a week in the evening for a month and lead to a KM Course Certificate. Companies that want to provide KM Courses in-house for their staff can arrange for On-Site Courses to be conducted during working hours on their premises. Again, contact the website.

Your second Training Course option is to attend a KM Extension Course. These are typically held in smaller cities and towns and are taught by a visiting KM Associate. A KM Extension Course will usually entail two weekends in a row, with one or two evenings during the week in between. The material covered is the same as with the On-Site Course, but it is presented in a shorter time frame, and you need to really commit to focus on the course during that time. KM Extension Courses are also available for companies in-house.

The third option here is a KM Online Course. These are "live" versions of the course where you work with a KM Associate live online, in a group of other people who might be sitting in Estonia or Costa Rica. Or you can download

materials and work through them privately at your own speed, submitting your classwork via email to the KM Associate helping you. In cases of extreme need (KM source courses have, for example, been taught in many prisons), you can arrange to do all your work by paper mail. Just contact us.

8. *Become a KM Teacher.* If you're a parent, then of course you know the best way to learn how to use all the functions on your new cell phone. Your daughter comes up and asks if you can show her how to use these same functions on the new phone you just bought for her. And of course you reply, "Sure, honey, tomorrow evening I'll have some time to do that." And then you stay up all night and finally read the manual yourself.

   Karmic Management is just the same. Somewhere tied up with the fact that you are me is the fact that the only time we really learn a thing completely is when we teach it to someone else. And there is nothing more fulfilling than teaching someone else how to be a success, then watching them go do it. So we really encourage you to *teach* KM to others.

   It's fine to do this one-on-one with friends or co-workers over a cup of coffee (is it maybe cocoa yet, or even herbal tea?) at a local coffee shop. A lot of the success stories listed at the back of the

new edition of *The Diamond Cutter* happened just this way. We really want you to succeed; it's what we *do*. And so we share this secret with you: the fastest way to succeed at KM is to sit down and share it with someone else.

If you want to, you can take the last grand step and go for the KM Associate certification yourself. This involves completing all 12 KM Training Courses and making it through the final examination process. You'll then be able to teach KM Courses of all kinds as a certified KM Associate.

Here is the contact information for the above programs:

info@karmicmanagement.org
www.karmicmanagement.org
www.enlightenedbusiness.com
www.diamondcuttergroups.org

YOUR TO-DO LIST

What, you thought we didn't notice that you haven't finished the last of the Seven Points? You owe us some *study*!

And we're going to do it the old way, the Tibetan way. During the next week you will *memorize* the

Eight Rules of KM. This puts the principles right there in your mind for instant access, all day long, whenever you need them—and there's nothing more effective.

You will also continue to open this book once a day at random over the next four weeks, maybe when you sit down for lunch, and just read a single page to bolster the Eight Rules in your head; to make them alive for you.

And good luck. It's going to be a great 50,000 years—you'll see.

ACKNOWLEDGMENTS

We'd like to take this opportunity to thank a number of dear friends whose efforts made this book possible. Our editor at Doubleday, Trace Murphy, is the one who had the faith in us to get our first business book out—*The Diamond Cutter,* which is used now by millions of people around the world; this sequel owes a lot to his encouragement. Jon Sheer took us under his wing and guided us through the contracts and business end with patient kindness. Heather Gordon carefully edited the finished book and made many fine suggestions, as did Catherine Thrasher on a second thorough edit. Rebecca Vinacour and Grant Burns then added their usual seamless expertise on the final proofread, while the indomitable Rob Ruisinger did his magic one more time on the book's layout, especially with the difficult illustrations. Lillas Marie Hatala assisted with the review of the galleys. Steve Hiett helped with the cover, and Robin Saidman contributed the photo. Muhammad Salam and Rob Hou have worked hard to develop the worldwide online courses and video,

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